

ITEM II

4/22/15

MINUTES

DRAFT
MINUTES
NORTHWEST PROGRESSO – FLAGLER HEIGHTS
REDEVELOPMENT ADVISORY BOARD
FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8th FLOOR CONFERENCE ROOM
APRIL 22, 2015 – 3:30 P.M.

Cumulative Attendance
May 2014 - April 2015

<u>Members Present</u>	<u>Attendance</u>	<u>Present</u>	<u>Absent</u>
Steve Lucas, Chair	P	8	0
Ella Phillips, Vice Chair	P	8	1
Jessie Adderley (arr. 3:45)	P	9	1
Sonya Burrows	P	10	0
Ron Centamore	P	10	0
Alan Gabriel	P	8	2
Camille Hansen	P	7	0
Mickey Hinton	A	7	3
Brice Lambrix	A	4	4
Dylan Lagi	P	10	0
Mark Mattern	P	10	0
Dr. Rosalind Osgood	A	3	1
Scott Strawbridge	P	10	0
John Wilkes	A	6	3

Currently there are 14 appointed members to the Board, which means 8 would constitute a quorum.

It was noted that a quorum was present at the meeting.

Staff

Alfred Battle, Deputy Director of Sustainable Development
Sandra Doughlin, DSD/ELR
Thomasina Turner-Diggs, CRA Project Coordinator
Jenni Morejon, Director, Department of Sustainable Development
Bob Wojcik, Planner III
Diana Alarcon, Director of Transportation and Mobility
Lisa Edmondson, Recording Secretary, Prototype, Inc.

Communication to City Commission

None.

I. Call to Order / Roll Call

Chair Lucas called the meeting to order at 3:34 p.m. Roll was called and it was noted a quorum was present.

II. Approval of Minutes from March 25, 2015 Meeting

Motion made by Mr. Gabriel, seconded by Ms. Hansen, to approve. In a voice vote, the **motion** passed unanimously.

The following Item was taken out of order on the Agenda.

VII. Sistrunk Arts Partnership Project Update – Broward County Arts Administrator

Mr. Battle advised that Grace Kewl, Broward County Arts Administrator, has provided Staff with an overview of an upcoming one-day event by the Sistrunk Arts Partnership. The request is for a \$2500 contribution from the CRA to help cover infrastructure and organizational expenses. He concluded that the CRA has a budget line item for expenditures of less than \$5000. More information about the event will be forthcoming, and all Board members are encouraged to attend.

Motion made by Mr. Strawbridge, seconded by Mr. Gabriel, that the Board support the event and the \$2500 nominal contribution. In a voice vote, the **motion** passed unanimously.

III. Wrap-up – April 7, 2015 Joint Workshop

Chair Lucas stated that he felt the Board's April 7, 2015 joint workshop with the City Commission was very productive, and recalled that the following items were discussed:

- A rolling budget in lieu of a five-year budget;
- Incentives for high-density, retail-supportive projects;
- Urban Land Institute (ULI) priorities;
- Disposal of City-owned properties.

Mr. Battle advised that Staff has provided the City Commission with a projected revenue stream through the sunset of the CRA; however, this does not include major projects that have come online since the previous year's budget was adopted, including projects underway within Flagler Village and on Federal Highway. There may be other planned projects available for programming which could have a significant effect on tax revenue. The assumptive tax increment growth rate is currently 5%.

Mr. Battle continued that the CRA's revenue stream is typically divided into an operating budget and a capital budget. The capital budget consists of a list of projects for which funds may be encumbered or appropriated on a year-to-year basis, as well as the

revenue associated with these projects. If some projects are further along than others, funds may be reallocated to move them forward. A list of these projects will be provided to the Board members at the next meeting. It was suggested that the Board also receive regular updates on the balance of capital and operating funds. Mr. Battle replied that Staff would determine the best way to present this information, as operating funds in particular are fluid and subject to change.

Jenni Morejon, Director of the Department of Sustainable Development, advised that the Broward Workshop's Urban Core Committee hopes to develop a retail recruitment analysis that began as part of a City-wide economic development plan. Recommendations include a professional market analysis to determine the community's spending capacity, identifying real needs for the types of commercial retail use throughout the CRA, and initiatives such as wayfinding signage to attract more visitors and spending into the area. She concluded that the Urban Land Institute's (ULI's) Technical Assistance Panel has issued a report that mirrors many of these recommendations. This report will be presented at the next Board meeting.

Chair Lucas requested clarification of whether or not the Board was asked, by the City Commission, to develop an incentive program aimed at recruiting high-density multi-family projects to support commercial development. Mr. Battle recommended that they discuss policy for types of incentives as well as the kinds of projects the CRA wished to attract, so both the Board and developers will have a clear view of the guidelines under which they should operate.

Ms. Burrows addressed the potential disposal of City-owned properties for single-family residential infill development through use of an RFP to a developer or developers. Mr. Battle replied that one issue with City-owned properties is the City Charter's process for these properties' disposal. If ownership of these lots is transferred to the CRA, the disposal process could have greater flexibility and incorporate specific minimum standards for infill development. It was noted that with one exception, all currently CRA-owned properties are located on Sistrunk Boulevard, which would make a swap of these parcels with other City properties difficult to achieve.

Mr. Battle advised the Board to consider establishing an incentive specifically for infill development that would help create an infrastructure to support commercial development. Ms. Morejon added that retail development should focus on reuse of existing buildings as well as new development, pointing out that older buildings may be in need of rehabilitation in order to meet modern Code standards, as well as the current aesthetic standards encouraged by recent rezoning.

Mr. Gabriel emphasized the importance of time in disposal of City lots within the life of the CRA, as well as privately owned vacant land within the district. Mr. Battle noted that the ULI's Technical Assistance Panel (TAP) report can provide guidance on this issue

by focusing on a specific area within the CRA, such as a portion of a commercial corridor, for a certain amount of time within the proposed rolling budget.

Ms. Morejon continued that while the CRA once functioned as a separate entity from the City's operational Departments, it has now been integrated into the Department of Sustainable Development. A second Deputy Director will be appointed in May 2015 to assist Mr. Battle, who has assumed many of the Department's administrative duties. The second Deputy Director will oversee many of the Department's operations, including Code Enforcement, Urban Design and Planning, and Economic Development. The Department will also backfill the positions of Economic Development Manager and Northwest Progresso-Flagler Heights CRA Director.

Jim Ellis, President of the Flagler Village Improvement Association, noted that until recently, this organization did not receive CRA funds for its projects, including marketing, streetscapes, lighting, the ambassador program, and other initiatives. He pointed out that approximately two years after beginning these initiatives, most have yielded no useful results, and expressed frustration with the amount of CRA funds that are being used for administrative purposes, as well as with the City's processes for implementing change. Ms. Morejon recalled that execution was discussed in depth at the recent joint workshop, and stated that the Department of Sustainable Development will add more resources, including staff and contractors.

Chair Lucas noted that marketing was also discussed at the joint workshop. Mr. Battle replied that a contract has been executed with the Mosaic Group, which is intended to function as the marketing arm of the entire CRA. This goal includes both highlighting the many different areas within the CRA and marketing the entire CRA as an entity for development. He noted, however, that while this marketing team has conducted outreach through preliminary meetings with many of the CRA's communities and unique areas, this outreach has not extended into other areas.

He continued that while preliminary meetings allowed the consultants to gather information with the assistance of Staff, concerns were raised by members of the community, including some Board members, with the direction in which the marketing team seemed to focus for the individual communities as well as the CRA as a whole. Mr. Battle emphasized that all plans shared by the consultants so far are draft concepts that have not yet been vetted by Staff or the Board for full support. He added that frustration has also been expressed with the lack of activity since the marketing plan began, and hoped that these plans would be presented for discussion at the next meeting.

Ms. Morejon recommended that any marketing questions be directed to her in the future in order to manage responses to questions or concerns.

**IV. Funding Request – T&G Group Holdings, LLC – Shoney's Restaurant
525 NW 7th Avenue**

Homer Thomas, representing T&G Group Holdings, LLC, explained that the group proposes to bring a Shoney's restaurant franchise to the above location on the Sistrunk Corridor. The facility will consist of 3000 sq. ft., with the prospect of enlargement as business grows. The restaurant will employ 20 full-time workers. The facility costs nearly \$1.8 million; the request is for \$331,000.

Mr. Wojcik reviewed the Staff recommendation, explained that approximately \$570,000 is available in Community Development Block Grant (CDBG) funds, for which \$331,000 may be used toward the cost of property acquisition. The owner's total acquisition cost will be \$668,000. Mr. Thomas's individual contribution to the cost of acquisition will be approximately \$81,000, with the remaining funds to be provided by a lending entity. Staff's funding recommendation is contingent upon his securing commitments from lenders before the request goes before the CRA Board.

The Board discussed the request, clarifying that the CRA would finance the land purchase only and not the construction loan. Mr. Wojcik added that Mr. Thomas is seeking Small Business Administration (SBA) funding, which requires that the project be bonded. It was also clarified that the owner's projected equity is \$237,000.00, of the total cost, which the City feels is sufficient for a project of this nature. Mr. Thomas added that the restaurant plans to offer delivery as well as dine-in service, which he estimated will add 10%-15% to both lunch and dinner business.

Mr. Wojcik also confirmed that the restaurant's site plan takes advantage of the recently adopted Code changes in the CRA, including a reduced parking requirement. There is an opportunity to expand the site with additional retail use. The plan will require more intense review by Planning Staff, including sidewalk and landscaping improvements. The restaurant will complement uses located across the street and provide an opportunity to develop the remainder of the block to its highest and best use, including the possible development of a hotel on an adjacent parcel.

Mr. Gabriel pointed out that the amount of grant funds would mean the City has greater equity in the property than the owner would have, and expressed concern that the City must protect its right to these funds if the project fails. Mr. Battle clarified that if funds are granted toward the project, they would not be released until the project has been permitted and the construction loan is closed. If the facility is never built, the City would recover its funds. It was estimated that the CRA's \$331,000 investment could be recovered through TIF revenue.

Ms. Burrows emphasized the need for the CRA to be more creative and aggressive in bringing new business to the area, as many parcels such as the subject site have been vacant for some time. Barrington Wright, real estate broker affiliated with the Shoney's

project, advised that the area needs an anchor business of the restaurant's quality in order to spur further development in the surrounding community. Vice Chair Phillips agreed that this project provided an opportunity for development that could establish an anchor along the Sistrunk Corridor.

Mr. Strawbridge explained that his concern was for whether the project exceeded acceptable levels of equity in Staff's view, and felt that the questions he had raised contributed to healthy debate in cases such as this one, which was not a typical request of the Board. He noted that the City Commission may be more confident in the project if they see that difficult questions have already been asked. Ms. Burrows also pointed out that when the Board is willing to take risks and be creative in the projects they fund, it may give confidence to smaller developers who can bring forward projects that community wants.

Motion made by Mr. Gabriel, seconded by Ms. Burrows, to approve Staff's recommendation. In a voice vote, the **motion** passed unanimously.

V. Sistrunk Feasibility Study – Wave Streetcar

Diana Alarcon, Director of Transportation and Mobility, advised that the City Manager had asked her to bring this study back before the Board for any additional questions or comments before it is moved forward. The study's boundary has been identified as from Broward Boulevard to Sunrise Boulevard and from US-1 to the western City limits. The City is reviewing this entire area to determine the feasibility of extending the Wave streetcar within this boundary.

Ms. Alarcon continued that the City Commission has discussed the possibility of terminating the Wave on 7th Avenue. She noted that the Wave project constitutes a partnership between the County, the City, the Downtown Development Authority (DDA), the South Florida Regional Transportation Authority (SFRTA), the Broward Metropolitan Planning Organization (MPO), the Florida Department of Transportation (FDOT), and Broward County Transit (BCT), with SFRTA acting as project sponsor. Broward County will be the owner/operator of the Wave. She explained that the project constitutes the first phase of a regional system. The feasibility study draws upon an environmental study that considered continuing the system to 7th Avenue and connecting to Tri-Rail.

The Board discussed the study further, clarifying that its boundaries have now extended outside the CRA proper, although CRA funds have been used toward the study. Mr. Battle explained that no funds were spent on a physical project outside the CRA, but on a study area that is inclusive of the CRA and extends to the middle of the street on Sunrise Boulevard and Broward Boulevard. Mr. Strawbridge commented that the project as currently presented is significantly broader than the one proposed earlier by the Board, which included a portion of Sistrunk Boulevard.

Ms. Alarcon continued that this portion of the Wave will benefit the overall project by extending down Broward Boulevard, connecting with the Flagler Loop and the airport, and extending toward Davie and the Sawgrass area. An interchangeable locking station will be required in order for the Wave to connect to the current rail system.

VI. Progresso Village Neighborhood Enhancement Project – Informational Update

Ms. Alarcon advised that Staff met the previous week to discuss the scope of this project, which will be funded by a \$300,000 grant through the MPO. Staff has completed 90% of the plan for the project, which has an engineering cost estimate of \$2.1 million. It was ultimately decided that the project would be completed to 100% and put out to bid to determine construction costs before submitting a one-time funding request. The plans remain within the scope of the grant.

Mr. Battle observed that the Progresso Village Enhancement Project is one of three MPO enhancement grants obtained by the CRA between 2004 and 2005. The first such grant was installed in the Dorsey Riverbend neighborhood, while the second application focused on the Northwest neighborhood enhancement and filled gaps left by one of the Northwest Gardens projects. These two projects are expected to begin construction by the end of 2015.

He continued that since the Progresso Village project was originally applied for, construction costs have increased, particularly for lighting and sidewalk elements. Once the project goes out to bid, its true cost can be more clearly determined, after which time the CRA's capital budget will need to be amended in order to allocate the necessary funds. The project will come back before the Board for approval once the final construction numbers are available. Ms. Alarcon advised that a GIS map of the location of these improvements will be provided to Mr. Battle so it can be shared with the Board.

Ms. Alarcon advised that the City will host the fourth annual Transportation Summit on May 20, 2015, at Huizenga Plaza for a cost of \$40. The event will host guest speakers discussing current City and regional initiatives. Additional information is available through the City's website.

Chair Lucas noted that former Board member Yvonne Sanandres has resigned, which creates a vacancy to be filled by City Commissioner Romney Rogers.

VIII. Communication to CRA Board

None.

IX. Adjournment

There being no further business to come before the Board at this time, the meeting was adjourned at 5:33 p.m.

Any written public comments made 48 hours prior to the meeting regarding items discussed during the proceedings have been attached hereto.

[Minutes prepared by K. McGuire, Prototype, Inc.]

ITEM III

ULI TAP

REPORT



MEMORANDUM

DATE: May 21, 2015

TO: NPF CRA Advisory Board Members

FROM: Jeremy Earle, AICP, ASLA, FRA-RA | Deputy Director 

SUBJECT: Presentation - Urban Land Institute Technical Assistance Panel
Sistrunk Corridor Recommendations

The Fort Lauderdale Community Redevelopment Agency secured the services of the Urban Land Institute (ULI) local district council to host a Technical Assistance Panel (TAP) on December 9 and 10, 2014. The purpose of the TAP event was to discuss, provide advice and identify strategies and incentives to create catalytic projects in the Northwest portion of Northwest-Progresso-Flagler Heights Community Redevelopment Area (NPF CRA), with the highest priority being on how to focus and encourage the redevelopment of the Sistrunk Corridor between NW 9th Avenue and the FEC Railway. The major issues and questions the ULI panelists responded to during the course of their work on this TAP included:

- How can Fort Lauderdale and its CRA encourage economic development along the corridor?
- Where the redevelopment efforts should be concentrated to encourage the most appropriate economic development opportunity and increase private sector investment on the Sistrunk corridor?
- How might the NPF CRA address the existing industrial uses contiguous to the study area, and identify strategies for incorporating or refocusing those areas in the implementation of the redevelopment plan?
- What other tools, techniques or capacity is recommended to help support investment and development in the corridor and what are the recommended next steps?

The panel consisted of eight urban development professionals including Ken Stapleton (Chairman) of Ken Stapleton & Associates, Charita Allen, Barron Channer, Davon Barbour, Joe Furst, Steve Hurwitz, Corinna Moebius and Mark Troen.

A copy of the TAP report is attached as **Exhibit A**. ULI will present their findings to the NPF CRA Advisory Board.

Attachment:
Exhibit A – ULI TAP Report

Technical Assistance Panel: City of Fort Lauderdale's Sistrunk Corridor



December 9 and 10, 2014
Fort Lauderdale, Florida

This report on the Sistrunk Boulevard December 9 and 10, 2014, ULI Southeast Florida/ Caribbean District Council Technical Assistance Panel is dedicated to Greg Brewton, Director of the Department of Sustainable Development, who retired at the end of 2014 after a 36-year career with the City of Fort Lauderdale. Greg's dedication to the city and neighborhood he grew up in is exhibited in his stellar career and many enduring contributions to the community. His assistance with the TAP was both substantial and essential to its success.

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Urban Land Institute Southeast Florida/Caribbean District Council Technical Assistance Panels

What Are Technical Assistance Panels (TAPs)?

Since 1947, the Urban Land Institute's (ULI) Advisory Services Program has been assisting communities by bringing together week-long panels of seasoned real estate, planning, landscape architecture, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. Several years ago, the ULI Southeast Florida/Caribbean District Council began providing panel services of one or two days to address specific local government issues in areas such as housing, parking, redevelopment, and future land use development. The District Council has more than 750 members spread along the east coast of Florida from Indian River County through the Florida Keys and from the Caribbean.

How Do TAPs Work?

A sponsor requests the services of a TAP with regard to a specific issue that can be addressed by a panel of experts in one or two days. The District Council assists the sponsor in refining the scope of the assignment and convenes a panel to address those specific issues. The sponsor works within ULI guidelines to provide background information to ULI panelists prior to the panel's convening. When convened, members of the TAP view the subject site, hear from public and private stakeholders, and then deliberate on the assigned issues. At the conclusion of its work, the panel presents an oral report to stakeholders; that is followed by a written report within approximately six weeks. To ensure objectivity, panel members cannot be involved in matters pending before the sponsor, be working for the sponsor, or solicit work from the sponsor during the panel's assignment period. Panel members volunteer their services to the project.

Who Is ULI?

ULI was founded in 1936 as a non-profit institute to facilitate the open exchange of ideas and information among local, national, and international real estate industry leaders and policy makers dedicated to creating better places. Today it has more than 34,000 members worldwide. The ULI does not lobby or act as an advocate for any single industry. It is committed to providing leadership in the responsible use of land and creating and sustaining thriving communities.

Sponsors and Panel Members

Sponsor

City of Fort Lauderdale Northwest-Progresso-Flagler
Heights Community Redevelopment Agency

City of Fort Lauderdale Commission

John P. "Jack" Seiler
Mayor

Romney Rogers
Vice Mayor and Commissioner, District 4

Bruce G. Roberts
Commissioner, District 1

Dean J. Trantalis
Commissioner, District 2

Robert L. McKinzie
Commissioner, District 3

City of Fort Lauderdale CRA Staff (as of December 2014)

Greg Brewton, Director (retired the end of 2014)
Department of Sustainable Development

Jenni Morejon, Director
Department of Sustainable Development

Al Battle, Jr., Deputy Director (Director of the City of Fort
Lauderdale CRA at the time of the TAP)
Department of Sustainable Development

Linda Mia Franco, Principal Planner
Historic Preservation and Board Liaison Urban Design &
Planning Division
Department of Sustainable Development

Bob Cass Wojcik, AICP
Economic Reinvestment Coordinator
Department of Sustainable Development

Panel Members

Chair

Ken Stapleton, President
Ken Stapleton & Associates

Panelists

Charita Allen, Director, Client Services
Ryan LLC

Barron Channer, CEO
BACH Real Estate

Davon Barbour, Director, Department of Community &
Economic Development
City of Hollywood

Joe Furst, Managing Director, Wynwood
Goldman Properties

Steven Hurwitz, Principal
Continental Real Estate Companies

Corinna Moebius, Consultant

Mark Troen, Senior Vice President
Brookwood Group

ULI Southeast Florida/Caribbean District Council

TAP Vice Chairs

Dr. Charles Bohl, Associate Professor and Director
Graduate Program in Real Estate Development and Urbanism, University of Miami, School of Architecture

Charles W. DeSanti, Principal
DeSanti & Associates

District Council Staff

Julie Medley
Executive Director

Carla Coleman
Florida Director

Jean Scott
TAP Report Preparation

ULI Southeast Florida/Caribbean District Council

3170 North Federal Highway, Suite 106
Lighthouse Point, FL 33064
Phone: 954-783-9504

Panel Process and Agenda

Introduction

In the fall of 2014, the City of Fort Lauderdale CRA asked the ULI Southeast Florida/Caribbean District Council to convene the Sistrunk Boulevard corridor TAP to recommend a set of strategies that would encourage development, including economic development, along the Sistrunk corridor area and adjacent areas in Fort Lauderdale. As background for the TAP's recommendations, the following describes the process used by the TAP to get to know the Sistrunk Boulevard corridor area and develop its recommendations. Following this section is one about the Sistrunk Boulevard corridor area – the current planning and investment context, what residents hope for the area and their concerns, and the issues that the CRA asked the TAP to respond to in this report. A summary of the TAP's recommendations follows that.

Panel Process

The Sistrunk Boulevard TAP process centered on the following five steps:

- Representatives from the ULI Southeast Florida/Caribbean District Council met with City of Fort Lauderdale staff to discuss issues related to developing strategies to encourage development, including economic development, along the Sistrunk corridor and nearby adjacent areas.
- ULI Southeast Florida/Caribbean District Council staff researched the city's goals for the TAP and, based on that research, selected the TAP members who had the expertise most tailored to addressing the issues raised by city staff.
- The TAP members received a complete set of pre-meeting briefing materials about Sistrunk Boulevard and the surrounding area. TAP members also participated in a tour of the area and were briefed on its challenges and opportunities by city staff.
- The TAP session extended over one and one-half days. Its work sessions and public comment meetings were held at the Mizell Center located on Sistrunk Boulevard.
- The TAP presented a number of initial recommendations at a public discussion at the end of its visit.
- The TAP, under the leadership of the ULI Southeast Florida/Caribbean District Council, prepared a report on its recommendations and conclusions.



Figures 1 and 2: The TAP worked together to develop a set of strategic priorities to encourage development and new economic investment along Sistrunk Boulevard and in the surrounding area.

Panel Agenda

The agenda (included as Appendix A) for the one and one-half day TAP was organized as follows.

On December 9, the panel began its orientation with a lunch meeting briefing about and bus tour of Sistrunk Boulevard and the surrounding area. City staff used the tour to acquaint the panel with points of interest and the strategic issues to be addressed by the TAP. Following the tour, the TAP held an organizational work session. During that time, the TAP learned more about the study area from city staff. After that, the panel held an organizational discussion and met with stakeholders from the area to hear their views. That evening, panel members participated in a working dinner meeting followed by a tour of the Sistrunk Boulevard area at night.

On December 10, the panel spent the morning and afternoon working on the issues that city staff had asked it to address. During the day the TAP narrowed and organized its ideas into a meaningful set of priorities. In the late afternoon, the panel members presented their initial observations and recommendations to and heard comments from an audience of interested citizens, businesses, and community groups .



Figures 3 and 4: The TAP participated in an in-depth tour of Sistrunk Boulevard and surrounding area (Figure 3) to thoroughly understand the area today and its potential for the future. The TAP also listened carefully to comments from those who work in, have a business in, and care about the area (Figure 4).

Background: The Sistrunk Boulevard Corridor

The TAP Study Area

The sections of the Sistrunk Boulevard corridor (including its surrounding area) examined by the TAP are located in the northwest portion of the City of Fort Lauderdale. The three segments (Figure 5) of the corridor that the TAP focused on were as follows:

- Segment 1: Sistrunk Boulevard west of I-95 to the western city limits.
- Segment 2: Sistrunk Boulevard east of I-95 to NW 9th Avenue.
- Segment 3: Sistrunk Boulevard between NW 9th Avenue to the Florida East Coast (FEC) Railway and the subject of the TAP's greatest emphasis.

The focus on specific portions of the corridor was to enable the panel to identify strategies and incentives that would create catalytic projects to encourage redevelopment at suggested locations along the corridor.

Figure 5: map showing the three segments of the TAP study area. Below and on the next page, photos illustrating conditions in each of the three segments of the Sistrunk Boulevard corridor TAP study area.



Figure 6: The African-American Research and Cultural Center located in Segment 1 of the corridor.

Its History¹

The Sistrunk Boulevard corridor has been where the city's African-American residents lived as far back as 1911 when Fort Lauderdale was incorporated. Symbolizing the area's role as home to the city's African-American community, the corridor is named for James Franklin "Doc" Sistrunk, who, with Dr. Von D. Mizell (also an African-American doctor), established Fort Lauderdale's first medical facility for blacks -- Provident Hospital -- in 1938. Segregation was reinforced by the city's street grid patterns established in 1927. The intersection of Broward Boulevard and Andrews Avenue served as the dividing line between the white and black neighborhoods.

Segregation of the area was exacerbated in the 1930s when the city started to enforce an 8:00 PM curfew that limited the movement of African-American families and led to many white businesses closing or leaving the area. That departure led to the decline of the area. Another negative impact was the lack of a high school in the county that accepted African-Americans. Despite those conditions, the area was home to a lively commercial district composed of African-American businesses and centered around what is now the West Side Commercial District and Sistrunk Boulevard. Many of the businesses met daily needs such as barber shops, shoemakers, and grocery stores. The area also contained a variety of restaurants and clubs where name entertainers such as Ella Fitzgerald, Count Basie and Duke Ellington performed.

It was not until the 1960s that legal segregation came to an end; however, the segregated pattern continued because banks did not make loans in the area, public investments were slow in coming, and most of the city's public housing developments were concentrated in the area. Other detrimental actions included the purchase and demolition of properties (including the once vibrant West Side Commercial District) through eminent domain using federal funds and the displacement of many businesses and residents, thereby leading to further decline and disinvestment. The widening of Sistrunk Boulevard from the pedestrian-friendly two lanes to a four lane thoroughfare designed to move cars in and out of town as quickly as possible capped the negative influences. That action eliminated on-street parking and led to additional business closing and disinvestment in the area, further diminishing the availability of local jobs and housing choices and leading to fewer service and retail opportunities to meet daily needs. That, in turn, led to higher vacancy rates and deteriorating buildings.

The Mizell Center (top image) is located in Segment 2 of the corridor. The images below it are located in Segment 3, the TAP's primary area of focus. In order, they are the industrial area fronting Sistrunk Boulevard, and, in the image below that, the Shoppes on Arts Avenue, and the FAT Village Center for the Arts.



Figure 7: The Mizell Center, Segment 2.



Figure 8: Industrial area, Segment 3.



Figure 9: Shoppes on Arts Avenue, Segment 3.



Figure 10: FAT Village Center for the Arts, Segment 3.

¹ The City of Fort Lauderdale, Urban Land Institute (ULI) Technical Assistance Panel (TAP) Background Report, Fort Lauderdale Community Redevelopment Agency (CRA) Sistrunk Corridor TAP, December 9 and December 10, 2014, served as the primary source of information.

Recent Planning and Investment Context

Since those early days, the City of Fort Lauderdale has devoted significant investments and leadership to revitalizing the Sistrunk Boulevard corridor area. A number of those investments (both public and private) and related plans are highlighted below. Collectively they create a strong foundation that sets the stage for encouraging new economic investment and development in the northwest area of the city, thereby creating a foundation to begin reversing earlier negative trends. Those investments and plans are outlined below under the following two topics:

- Northwest-Progresso-Flagler Heights Community Redevelopment Plan
- Draft (pending City Commission approval) FY 2014-FY 2029 City of Fort Lauderdale Economic Development Strategic Action Plan

Northwest-Progresso-Flagler Heights Community Redevelopment Plan

Pivotal to the revitalization of the city's northwest area were the creation of the Fort Lauderdale Community Redevelopment Agency in 1989, preparation and city approval of a Neighborhood Conditions Survey and Finding of Necessity report and the creation of the City of Fort Lauderdale Northwest-Progresso-Flagler Heights Community Redevelopment Area (NPF CRA)



"Collectively those plans demonstrate the city's focus on ensuring that the Sistrunk Boulevard corridor within the Fort Lauderdale city limits returns to being a thriving area that offers a highly desirable quality of life and a wide variety of jobs, housing, and economic and development opportunities."

The ULI Technical Assistance Panel



Figures 11 and 12: The vision (bottom) for the NPF CRA's Sistrunk Boulevard infrastructure project resulted in a more walkable environment and a more attractive streetscape for residents and possible new businesses. Today, the road (top-left) features improved sidewalks, landscaping, and decorative lighting.

Plan in 1995. The 1,300-acre planning area is located north and west of the city's downtown and is bounded by Sunrise Boulevard to the north, Broward Boulevard to the south, the city limits at NW 24th Street to the west, and North Federal Highway to the east, except for the area east of North Andrews Avenue and south of NE 4th Avenue. A significant portion of the area (approximately 1,100 acres) largely consists of the city's original African-American community and includes the portion of the Sistrunk Boulevard corridor located within the City of Fort Lauderdale. Under the current city land use plan, the area west of the Florida East Coast (FEC) Railway is called the Northwest Regional Activity Center (NWRAC) – the focus of the TAP.

The first CRA Community Redevelopment Plan for the NPF area had its beginnings in 1987 with the Marjorie Davis Charette that was spearheaded by the president of the largest homeowners association in the area and a community activist. The charrette resulted in an adopted Safe Neighborhood Plan that included the NWRAC area and the creation of the Northwest Neighborhood Improvement District in 1989.



Figures 13 and 14: The Housing Authority of Fort Lauderdale focuses on developing housing that enhances a sense of pride in place and promotes healthy living. It also focuses on building community wealth through its apprenticeship and other programs.

In 2001 the amended NPF CRA Community Redevelopment Plan was approved by the CRA. The plan outlined a series of public and private improvements within the district that include:

- The NE/NEW 6th Street (Sistrunk Boulevard) Streetscape/Enhancement Project. The plan focuses on restoring Sistrunk Boulevard from Federal Highway to NW 24th Avenue to its former prominence by creating a livable, workable, pedestrian-friendly street that will spark future economic development and help revitalize the overall neighborhood (Figures 11 and 12). Plan elements feature a three-lane design (one lane westbound and two lanes eastbound), trees, landscaping, wide sidewalks, and decorative lighting.
- Approximately \$10 million in neighborhood improvements to upgrade water mains and sanitary sewer and storm drains, and another \$5 million for major improvements to facilitate the development of Sistrunk Boulevard as a mixed-use corridor. One focus is on developing guidelines that will help shape future development of the Northwest Regional Activity Center and the Northwest- Progresso-Flagler Heights Community Redevelopment Area.
- A neighborhood housing improvement program designed to preserve and expand affordable housing choices in the area. The Housing Authority of Fort Lauderdale has been a leader in producing affordable housing designed to fit the physical context of the area, be energy efficient, and create a healthy, walkable environment (Figures 13 and 14). Its work centers on the theme of creating pride in the area's cultural heritage. In the last seven years, the housing authority has invested approximately \$270 million in the area, resulting in approximately 1,000 new units. Renters have the opportunity to work toward homeownership. The housing authority is also working with residents to design safe and attractive walking trails and help build wealth in the neighborhood. An example is the state certified Step-Up Apprenticeship Program to provide youth with the opportunity to create a portfolio of education, training, and employment skills. In a new initiative, apprentices receive training in green building and have the opportunity to become LEED (Leadership in Energy & Environmental Design) certified by the U.S. Green Building Council. The Housing Authority's work in Northwest Gardens earned a U.S. Environmental Protection Agency Award for Equitable Development in 2012.

In 2007 the CRA commissioned a market demand analysis of the NPF CRA area. The plan documented a number of conditions that created significant impediments to achieving a more sustainable future for the study area. Those impediments included the community not being healthy, safe, or walkable; failing to offer equitable and affordable housing choices; failing to provide sufficient businesses to meet basic resident needs; and not being conducive to business growth and development.

Other important plans and programs are the:

- February 2008 Northwest-Progresso-Flagler Heights Implementation Plan: Fort Lauderdale, Florida, prepared by Urban Design Associates. The plan is more comprehensive than the previous Community Redevelopment Plan. It contains a detailed database about the area as well as urban design and development principles, strategies that include small business development initiatives, and a market analysis that highlights the area's strengths and weaknesses and the retail uses in the most demand and uses in oversupply.
- October 2013 Northwest-Progresso-Flagler Heights Community Redevelopment Agency 5-Year Program, developed as part of the NPF CRA's commitment to eliminate slum and blight in the area. The 5-Year Program focuses on establishing a clear vision and framework that can be used to set the CRA's short- and long-term plan priorities for the next five years and to measure outcomes.
- November 2014 NWRAC-Master Plan, City of Fort Lauderdale North West Regional Activity Center Mixed-Use Zoning District. Among other things, the zoning changes are designed to promote a mix of uses, create a more predictable approval process for all parties, reduce parking requirements along the corridor, and eliminate certain negative uses. It also calls for active ground floor uses and building scales that complement the character of the surrounding area.

"An essential first step in the TAP process is to learn what those who live, work, or have a business in an area want for their neighborhood or community and what their concerns are. That is why the TAP begins its process with a detailed tour of the area and plenty of time for listening."

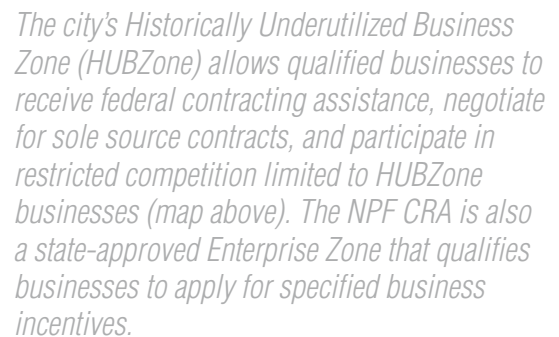
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Figures 15 and 16: A façade improvement program (top-right) is an example of the NPF CRA's development incentive programs designed to create a positive business investment environment. A low-interest loan program (bottom) is another incentive example.

Updated in October 2014, the city's draft in progress strategic action plan for economic development establishes the city's vision for economic development. The plan was called for in the economic development cylinder of excellence of the city's Press Play Fort Lauderdale: Our City, Our Strategic Plan: 2018, and is aligned with the "We Are Prosperous" statement in the plan, Fast Forward Fort Lauderdale: Our City, Our Vision 2035.

- Includes an analysis of Sistrunk Boulevard's strengths and assets and its opportunities. They include the strong tradition and symbolic value as an African-American neighborhood, the major public investment in the streetscape and improving the appearance, the ability to use vacant and underutilized land for interim uses such as pop-up retail, public art, and public gardens. Higher vehicle counts are also listed.
- Contains a demographic and economic profile of Sistrunk Boulevard that documents many of the issues that the TAP was asked to address: flat population growth, relative lower median income housing values, a high rate of households below the poverty line, and residents with relatively low educational achievement.
- Outlines a set of retail development strategies that reinforce the idea of creating multiple small retail nodes along the corridor rather than focusing on a central commercial center. Another component includes strategies for underwriting job training costs for area workers, abating property taxes for a period of time, and considering low-cost ground floor lease and site improvements.



Robert McKinzie, Fort Lauderdale City Commissioner for District 3, opened the TAP public input session with the comment that the TAP's purpose was to learn from area residents: how they view the area and what they want for it. TAP chair Ken Stapleton emphasized that the TAP had convened the session to listen to those who live and have businesses in the area.

Hopes for the Area

- An economic hub for the city with strong connections to other hubs such as FAT Village. The focal point for black-owned businesses and entrepreneurs who want to locate in the area and employ people from the community.
- A destination point for unique businesses and retail drawn by a meaningful set of incentives and spaces that support and attract entrepreneurs.

- Welcoming to new residents, businesses, and visitors.
- Characterized by a unique energy with a mix of old and new businesses that retain the legacy of a place with a rich culture.
- Known for its proximity to the downtown, cultural arts facilities, and transportation, as well as the location of local services such as dry cleaners, barber shops, restaurants, service stations, and a bakery and community farmers' market or supermarket.

Concerns About the Area

- More homeownership opportunities and physical improvements that stabilize the area are important. More homeownership opportunities (can be townhouses) will also help attract new businesses. Weston, for example, started with the housing and the retail followed. When discussing residential opportunities, a concern was expressed about tall towers that create walls and are not affordable to those who live in the area.
- There is a need for more areas with industrial zoning to allow more jobs in manufacturing fields.
- The difficulty in access to capital and the inability to get business loans should be addressed if the area is once again to be a center for commerce.
- The lingering perception that the area is not safe needs to be overcome, and more people need to be aware of the area and what it offers. A part of that should be telling the story of the area, including the number of very successful people who came from it. Also important is telling the story of the new Sistrunk and its rich culture and history. After 30 years of being overlooked and detrimental actions such as the I-95 flyover and lack of an I-95 access ramp, telling the area's story today and its vision for the future is all the more important.
- Steps should be taken so that the area does not gentrify as new economic investments occur.
- The high number of absentee property and business owners needs to be addressed. That should include the investors who are buying up properties (especially residential). Attracting and helping more small entrepreneurial mom and pop businesses that can fit into smaller properties will start alleviating that problem. The push for more small businesses should focus on local ones, not chains.

A Sampling of Comments about the Sistrunk Boulevard Corridor

Sistrunk should be a profitable, safe, and culturally rich area in which to be black, and it should stay black.

We want the rich diversity of businesses and services and the homeownership that the neighborhood had in the '50s and '60s. We know that works.

We want the Sistrunk Boulevard corridor to have the same respect as other areas of the city.

We want a balance in the richness of the culture of the area while at the same time attracting new businesses that can help revitalize the neighborhood. The area should be a place that is friendly to opening a business.

Promoting more homeownership is central to building the stability needed to attract businesses that provide needed services locally.

Maintaining the area's history is important to the black community as is telling the story of the area. We have a lot of very successful people from the area – a story that needs to be told.

We need leadership with a shared vision of the area's people and place assets and creating a location where current residents and businesses can stay and those who left can come back to.

The focus should be on what Sistrunk is going to be. We need to find ways to work together to figure out what we want (our top priorities) and make more connections to those who can help as we help ourselves. To do that, we need to become bridge builders and learn how to give and take.

The Sistrunk Boulevard corridor should be an area that people want to come to and sit down and have a cup of coffee and stay a while – a good place to live, play, and visit.

We need to stay unified on the inside and act as one in advocating and acting for the community and ensuring that our voice is heard. We need to talk and sing together at the same time.

We need to be like one family. We need to bond and stay together and let our voice be heard and control our future.

The TAP helped us see new ideas and the importance of the neighborhood coming together.

Issues for the TAP

The TAP was asked to identify strategies that would encourage new economic investment in and development along the Sistrunk Corridor and nearby adjacent areas. As outlined in more detail in Appendix B, Panel Questions, issues that the TAP was asked to address included how to:

- Best encourage appropriate economic development and increased private sector investment along the corridor, including where those efforts should be concentrated, the size of such areas, and the land use, incentives, and policy changes that will be needed to attract private investment. Such strategies were to focus on how to tie Sistrunk Boulevard more closely to the downtown core and FAT Village, best serve existing residents and those with strong neighborhood ties, and fund needed infrastructure improvements and the panels' recommendations.
- Address existing industrial uses contiguous to the study area and implement strategies for incorporating those uses into the overall plan for the area.
- Identify other approaches that would help support investment and development along the corridor as well as recommended next steps.

Panel Response to the City of Fort Lauderdale's Questions About Creating a Socially and Economically Vibrant Sistrunk Boulevard Corridor

Setting the Context: TAP Observations about Its Assignment and the Study Area

Assignment

After introducing the TAP and highlighting the qualifications of each member, TAP chair Ken Stapleton began the presentation of the TAP's recommendations by reviewing the assignment to identify strategies that would be effective in encouraging new economic investment in and development along the Sistrunk Boulevard corridor and in adjacent areas.

Strategies that the TAP was asked to address included:

- Phasing (where and when) of efforts and activities.
- Structuring incentives to encourage the desired redevelopment, community benefits, and economic growth.
- Marketing and branding strategies.
- Organizational structure to accomplish the desired changes.
- Lack of access to capital.
- Immediate next steps.

"The Sistrunk Boulevard area is of critical importance to the City of Fort Lauderdale's future well as its past. This TAP and other city and CRA investments underscore the city's commitment to revitalizing the area and making it a vibrant economic and cultural center once more."

Robert McKinzie
District 3, City of Fort
Lauderdale City Commission

TAP Observations about the Study Area

The TAP began its comments with the note that its members had invested their time in getting to know as much as they could about the Sistrunk Boulevard area: its history, its current status, and its residents and businesses and their hopes and concerns. The area, the TAP observed, has numerous positive features that create opportunities to build on and several challenges that need to be addressed.

Among its strengths that create opportunities to build on, the area is :

- Home to legacy sites such as the Mizell Center and the nearby African-American Research and Cultural Center that serve as community focal points and connote and honor the African-American roots of the area and enhance the area's potential for heritage tourism.
- Ideally located for future growth because of excellent access to the downtown and to both public and private transit options, including the Sun Trolley's NW Community link to connect to Tri-Rail. Also nearby is the site of a new All Aboard Florida station that will connect to the Sun Trolley, Broward County Transit system, future Wave Streetcar, and a planned Tri-Rail station.

"The Sistrunk Boulevard corridor has an extraordinary story to tell. Its roots as the center of the city's African-American community go back to the city's incorporation in 1911. The fact that the name of Sistrunk Boulevard and the Mizell Center come from two pioneering African-American leaders in the medical field is a part of that story."

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- A place of strong community pride and unique African-American heritage.
- Benefitting from the recent and substantial infrastructure investments by the CRA.
- The location of an abundance of available and developable sites along the corridor, many of which are controlled by the local housing and development authorities.

People moving back to the community and the new entrepreneurial small businesses are good indicators of the area's strengths and that it is in transition, TAP members observed.

As for the challenges, the area:

- Is adversely viewed in the market because of poor perceptions about safety, something that must be directly addressed or little else will work.
- Is not the vibrant place it was in the past.
- Lacks a clear champion in the marketplace and a uniformly defined and shared community vision.
- Does not offer many neighborhood services such as places to eat and shop for daily needs.
- Lacks clear and current market research about demand for various uses and tenants.
- Has a low degree of home ownership and high commercial vacancy rates.
- Has shallow lot depths on many key properties along Sistrunk Boulevard that limit new construction and redevelopment, due in part to the lack of buffers between uses.
- Is not well branded or promoting its story.

"Real estate development and funding can succeed in the Sistrunk corridor – but only when markets (including market perception) and financial capital are willing and available. The key to unlocking that success is an in-depth marketability and feasibility assessment combined with a targeted district strategy that embraces partnerships, sources funding, and drives business opportunities."

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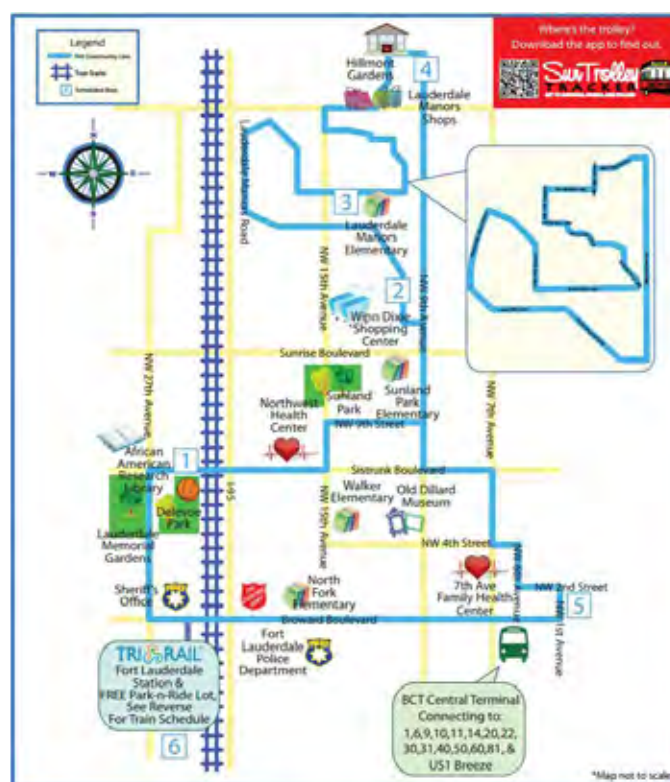


Figure 18

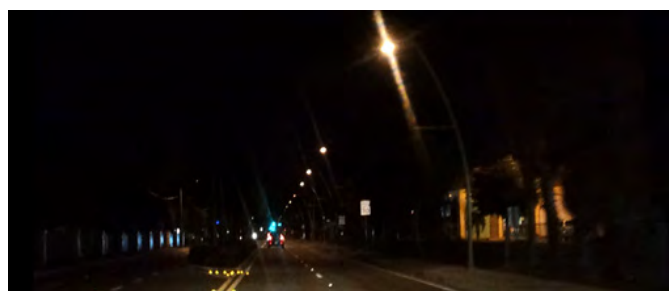


Figure 19

The Sun Trolley NW Community Link that connects to Tri-Rail (Figure 18). Sistrunk at night (Figure 19).

TAP Recommendations: Creating a Firm Foundation for Sustained Success

The TAP organized its recommendations around the following 11 topics :

- Communicating the shared vision
- More clearly understanding market demand for housing, retail, and other potential uses
- Carefully phasing incentivized projects
- Structuring incentives to better attract investment and improve community benefits
- Preparing improved development agreements
- Enhancing the organizational structure of the CRA
- Strengthening the image as a safe, unique, and vibrant place
- Creating industrial district strategies
- Increasing access to capital
- Focusing housing efforts on mixed-income residential projects in order to make more retail and commercial development sustainable
- Identifying immediate next steps



Figure 20: Adopted by the City of Orlando in January 2015, the Parramore Comprehensive Neighborhood Plan (the result of a collaborative visioning process) is designed to be implemented over the next 20 years and is organized into short-, mid-, and long-term goals. The Urban Land Institute's Principles for Healthy Community Design served as the foundation for the plan and its goal to preserve, revitalize, and transform the community. Each of the 10 plan big ideas identified in the visioning process has related measures and indicators that can be used to evaluate progress in resolving the challenges of the community. The plan, which was unanimously adopted by the Orlando City Commission in early 2015, is prominently featured on the city's website <www.cityoforlando.net/economic/parramore-comprehensive>. It grew out of the city's 2005 Pathways for Parramore initiative to revitalize the 1.4-square mile Parramore community that was viewed as one of the city's toughest neighborhoods. Adjacent to downtown Orlando, the Parramore community is the historic home of Orlando's African-American community. Today the area is the focus of new investments that are creating a diverse and vibrant location.

> Communicating the shared vision

A broad range of stakeholders located in the Sistrunk Boulevard corridor should be brought together to have a professionally-facilitated discussion focused on better ways to communicate the shared vision for the corridor. Examples of stakeholders to include are residential and commercial property owners, long-time and newer start-up business owners, local academic and non-profit leadership (the Mizell Center and African-Research and Cultural Center, for example). Relevant transportation organizations such as All Aboard Florida should also be included as should potential outside partners who could have an interest in developing and/or tenancing or investing capital in and activating the area.

The discussion sessions should be professionally-facilitated. Focus groups could also be used to test the effectiveness of the communications strategies. One of the focus group exercises could be to use visual preferencing to identify the desired character of the area. “Having a bold, shared and clearly communicated vision by a broad-based and committed group of vision champions is essential to sustained economic success,” the TAP stressed.

Those elements are essential to attract investors, and are also necessary before there can be an effective branding and marketing program. Identifying clear roles and responsibilities and deadlines for deliverables should be part of the collective communications strategies if progress is to be made and celebrated.



Figure 21: In Virginia, the Town of Herndon developed a brand identity that celebrates and promotes the town as a Next Generation Small Town and as an exceptional place to live, work, and visit. Creating a town brand came from the town's Economic Development Task Force that engaged a marketing consultant to work with a Brand Advisory Committee composed of marketing executives, town residents, and elected officials who were charged with developing a brand, logo, and strategy. The town uses the brand internally (on its website, town vehicles, and signs, for example). It also has a town marketing plan and reaches out to businesses and other types of organizations to integrate the town brand into their own marketing and communication programs. Depicted above, businesses are encouraged to co-brand their communications by using the master logo as well as an application that fits, such as ON the Move, ON Board, Dream ON. The brand website <www.herndon-va.gov/Content/Business/NewBrand/default.aspx?cnlid=5080> provides links to the brand style and logo usage form.

> More clearly understanding market demand for housing, retail, and other potential uses

Also important is having current market demand information. That should include updating market studies related to various types of housing, retail, office, and industrial space. It also requires clearly communicating what aspects of the shared vision are currently achievable within the context of market demands as well as which goals will need to be addressed in later phases. Furthermore, the TAP noted, traditional suburban market studies will not be useful in the initial phases, particularly for housing and retail in a mixed-use pattern that has been successful in many other markets. Nationally recognized urban market analysts who have the expertise to understand the potential of the Sistrunk corridor area should be recruited for the work, the TAP emphasized. Recruiting unique businesses that reinforce and contribute to the local character and to a heritage neighborhood destination should be part of mixed-use developments that contain both business and residential components. The recommended quality market analyses will help guide that approach.



Figure 22: The Northwood/Pleasant City community is one of two West Palm Beach CRA districts. Two target areas within the district are Northwood Village, a nine-block commercial area in the north end of the city, and Pleasant City, one of the city's historic black residential communities.

Northwood Village is the focus of a successful branding and marketing program sponsored by the CRA. One of the first steps was to conduct market survey and prepare a marketing plan that emphasizes business development and growth. The plan is updated annually. The CRA hosts multiple events, advertises specials, and maintains the Northwood Village website with an on-line directory to village stores and services. The installation of entry and parking directory signage and light pole banners along with a discovery map and other materials market the Village as a destination. A Neighborhood Ambassador Program that is re-launching in early 2015 encourages local neighborhood residents to get to know and promote the “Real Faces and Real Places” of Northwood Village. Pleasant City is also the focus of many initiatives to revitalize the area. Recent CRA investments include infrastructure and streetscape improvements, creating a range of housing choices, and improving the facades of owner-occupied homes to increase community pride and engagement. An example is the Plant & Pave Program.

The CRA also offers a variety of incentives <<http://wpb.org/cra/incentives>> to promote investments in the Northwood/Pleasant City CRA district, including a Real Estate Development Accelerator (REDA), Capital Improvement Grant Program, Façade Grant Program, and more. CRA staff work closely with business owners, property owners, and engaged area residents to promote business retention and attraction.

> Carefully phasing incentivized projects

The TAP recommended phasing projects to maximize their impact. Projects should be prioritized as follows:

- Stabilize and strengthen past projects to build investor confidence.
- Focus on the NW 7th Avenue intersection and south along NW 7th Avenue (outlined in the map under Next Steps on page 33) to add more housing and mixed uses.
- Explore new ideas and uses for the industrial district.
- Focus on local service retail below housing for the western portion of the corridor.

> Structuring incentives to better attract investment and improve community benefits

Once the vision communication and market-responsive strategies are in place, a package of meaningful incentives should be assembled to give businesses more reasons to locate in the corridor during the initial phases of revitalization. “Incentives will be needed,” the TAP noted, “to help jump start development and attract new businesses that will create some early successes.”

When putting together an incentive package, the first focus should be on existing buildings and the people who have already invested in and own businesses and properties in the community. Early incentives should also be designed for small, more organic mom and pop retailers that grow from the area. The next focus would be on expanding the economic sectors that export goods and services out of the community, thereby bringing outside dollars back to the area. Any incentive package, the TAP stressed, should come with appropriate deliverables and conditions, including market rate rent caps to ensure that spaces are rented to uses that the community needs at reasonable rates.

Another important part of the incentive package process is to expand the base of partners working together to attract new businesses and development investments. The Greater Fort Lauderdale Alliance, Broward County Office of Economic and Small Business Development, the Fort Lauderdale Downtown Development Authority, and others can help attract private investments as well as civic investments/incentives to the area.

Sistrunk leaders also need to look beyond cash incentives. Relaxing parking requirements for now, especially in the corridor's commercial districts, is another incentive to pursue. Accelerated approvals for building and event permits, conditional uses, project designs, and infrastructure should also be considered. In addition, a one-stop shop for business licenses or reduced licensing rates for incubator-located businesses would also spur small business starts. Even co-marketing approaches can make a big difference. Another incentive is the preparation of collateral materials that provide relevant information in one place for someone interested in locating a business and investing in the area. Examples include key statistics about the area such as information from land surveys, size and zoning of buildings and sites, and the full package of incentives. “Interested parties shouldn’t have to do much work to be sold on the area and to see what’s available to them,” the TAP commented. “Do your homework and put the information in one on-line easy to access and navigate location.”



Figure 23: The HIVE 2.0 <www.thedchive.com> is a business incubator located east of the Anacostia River in Washington, DC, that provides co-working space and support for small business, nonprofits, and creative professionals from all industries. Co-working options include furnished private offices, dedicated desks, and common area access. Membership includes 24/7 access, internet, meeting space, mail services and office equipment. Through support from Capital One Bank, the HIVE 2.0 hosts regular workshops and networking events that are free and open to the public. Members also have access to free small business support and technical assistance. Its location in a U.S. Small Business Administration Historically Underutilized Business Zone (HUBZone) helps small businesses gain preferential access to federal procurement opportunities. HIVE 2.0 is part of a larger collection of ARCH Development Corporation (ADT) <www.archdevelopment.org> projects in historic Anacostia, today a predominately African-American neighborhood. An additional ARCH business development project is Eat Shop Live Anacostia, a partnership with Washington DC's Department of Housing and Community Development. ADT also sponsors events that highlight historic Anacostia. An example is the 2012 and 2013 LUMEN8ANACOSTIA that united artists, creative organizations, local merchants, and community members in an all-night festival of light and art. ADT is a neighborhood-based organization that focuses on the economic regeneration of Anacostia using arts, cultural, and the creative economy.

> Preparing improved development agreements

Improved development agreements are needed to achieve the desired sustainable development patterns and vision for the area and to better align development with economic and community benefit goals. The agreements should have clear language that describes developer performance – what he or she is to do by specific dates and the disincentives for failure to perform. They should also include local hiring goals that require more than just “best efforts” during both the construction and business operation phases. Communicating those expectations early in the process – and consistently across projects and over time – will create the predictability investors want and opportunities for the shared prosperity the community desires.



Figure 24: The Amway Center < http://en.wikipedia.org/wiki/Amway_Center> in downtown Orlando is home to the Orlando Magic and serves as a venue for sporting and entertainment events. The center was strategically designed to complement the heritage of historic Church Street where it is located and the Parramore community (described earlier in this report). To ensure that the center and other community venues had a direct economic benefit on the local community, in 2005 the city decided to not only focus on building community venues but also to use them to transform neighborhoods. That decision led to the BLUEPRINT for Using Community Venues to a Create Sustainable Economic Impact, a comprehensive approach to leveraging community venue projects to create local jobs and training opportunities and local business growth. The Blueprint Employment Office provides a central location for residents who wish to work on community venue projects.

Each venue partner agrees to publicly commit to forming a partnership with the community and ensure that maximum opportunities are given to local, small, and disadvantaged businesses in the areas of job creation and training, business development, and procurement of goods, services, and construction. Venue partners also agree to monthly monitoring for compliance. An Oversight Committee that reports directly to Orlando's mayor monitors compliance with Blueprint goals and applicable laws. Construction of the 875,000-square foot Amway Center (pictured above) was one of those community venues selected to increase opportunities for local residents and businesses during contraction and operation. More than 1,400 central Florida residents, including 430 from the FIX Parramore community, found employment during the center's construction, and minority- and woman-owned business performed \$94 million worth of work. Other participating community venues are the MLS Soccer Stadium, Orlando Citrus Bowl, and Dr. Phillips Center for Performing Arts. More information on the community venues and the Blueprint program can be found at <www.cityoforlando.net/venues>.

> Enhancing the organizational structure of the CRA

To attract investment successfully and more quickly, a strong organization must proactively promote the shared vision, advocate for the civic leadership support and resources needed to accomplish the vision, develop and maintain strong partnerships, and provide the technical expertise and capacity to get deals done. While some aspects of those qualities are already in place, the TAP recommended the following organizational upgrades:

- Extend the CRA beyond 2025 when it now due to expire. That will enable the dedicated funding needed for essential capital improvements, amenities, and programming. Special attention and dedicated funding needs to continue in a focused way if the Sistrunk corridor is to meet its potential.
- Expand the partnerships and civic leadership, including involving economic development organizations that could help the area.
- Create a retail recruitment program that includes efforts to develop a small mom and pop business program that provides services and products that visitors can experience and, in the process, learn what the Sistrunk Boulevard corridor is all about.
- Create the marketing capacity to develop and implement a strong place-branding strategy and marketing plan. While consultants may play a role, there should be at least one dedicated CRA staff member who will sell the area as a good place to live, work, play, invest, and locate a business. “Although the CRA staff has an important role to play,” the TAP commented, “they also have responsibilities for other CRA areas, which means that an ongoing stakeholder group for the Sistrunk Boulevard area should identify a funding mechanism to support marketing and business recruiting efforts.”



*Figure 25: The Sweet Auburn Historic District in downtown Atlanta is where many African Americans established businesses, congregations, and social organizations settled because of segregation. Like many other inner-city neighborhoods, the area thrived until disinvestment occurred. Subsequently, the area was characterized by crime and abandonment, earning its 1992 National Trust for Historic Preservation designation as one of America's 11 Most Endangered Historic Places. That led to formation of the Historic District Development Corporation to help turn the area around, starting with houses surrounding the birth home of Dr. Martin Luther King, Jr., and working outward.**

Today “Things to do in Atlanta” <www.atlanta.net/partner/sweet-auburn/00086054> promotes exploring “Atlanta’s history-rich culture in the Sweet Auburn District, just minutes from Downtown.” Places listed to visit include the International Walk of Fame (an interactive memorial made of shoe prints from influential Civil Rights activists), the APEX Museum that presents the country’s history through the eyes of African-Americans, and a taste of the South at the Sweet Auburn Curb Market. The area also offers walking tours. Annual events include an annual African-American heritage festival -- Sprinfest -- and the National Black Arts Festival. During Black History Month the area’s history is celebrated with performances, guest speakers, and food. Friends of Sweet Auburn <www.sweetauburn.com/#!> works to restore Auburn Avenue to its place of prominence. (*The information in this paragraph is from <www.nps.gov/nr/travel/atlanta/aub.htm>.)

> Strengthening the image as a safe, unique, and vibrant place

Branding and Marketing

For the economic and redevelopment strategies to work and the hopes for the area to be realized, active brand management of the area and underscoring how that brand connects to its story are essential. Repositioning of the Sistrunk corridor place brand should flow out of and support the shared vision for the area and should use multiple tools to get the word out. Such tools could include websites, promotional brochures, community events, social media, and wayfinding signs that tell about the places and the people. Festivals and plaques as well as public art could also be a part of telling the story.

One TAP caution was that an effective marketing program should include different messages and mediums (print, social, trade publications, etc.) for different end users (residents, businesses, or industry, for example). Research will be needed as to the messages that resonate and mediums most frequented by each target group. The TAP also cautioned that to promote economic development goals, the marketing strategy should center on recruiting businesses to the area and keeping projects moving forward. CRA staff could also help developers and property owners in the area get out the word about their products. The marketing approach should shift away from marketing the organization and focus on the place.

An additional approach is to establish creative partnerships with tourism organizations such as the Fort Lauderdale Convention and Visitors Bureau and African-American tourism groups and networks, such as Black Meetings & Tourism and the National Cultural Heritage Society. An immediate opportunity is the National Urban League Conference being held in Fort Lauderdale in the summer of 2015 and hosted by the Urban League of Broward County.

"It's about so much more than the 8 million dollar economic impact that the National Urban League Conference brings to Broward County. It's about strengthening the community by becoming the destination of choice for the country's largest and most influential black professional organizations."

- Nicki E. Grossman, President of the Greater Fort Lauderdale Convention & Visitors Bureau, commenting on the National Urban League Conference in Fort Lauderdale <<http://nul.iamempowered.com/content/urban-league-broward-county-host-2015-national-urban-league-conference>>.



Figure 26: The mission of the non-profit Cultural Tourism DC is to deliver memorable experiences and learning opportunities in the areas of heritage, international exchange, and humanities. The African American Heritage Trail is one of its projects. The trail identifies more than 200 sites that are important in local and national history and culture. Of those sites, 100 are marked with plaques. Funding partners include several departments of the District of Columbia and the National Park Service. An August 2008 article, "Cultural Heritage Tourism in Washington, DC: A Community-Based Model for Neighborhood Economic Development" in Global Urban Development Magazine (Volume 4, Issue 1) calls out the successful work of Cultural Tourism DC to map and link cultural assets to their economic benefits to neighborhoods and the city.*

The article also recognizes Cultural Tourism DC's collaborative community and partnership involvement that starts with a community-based approach, using the following six steps:

- Build a coalition around a clearly stated mission.
- Educate potential partners outside the cultural community.
- Map historical and cultural assets and conducted research.
- Build political support and create key partnerships.
- Develop a strategic plan.
- Develop sustainable financial support.

The article also cites Cultural Tourism DC's emphasis on product development to create new experiences in addition to marketing strategies.

(www.globalurban.org/GUDMag08Vol4Iss1/Smith.htm)

Creating amenities along the corridor to attract the cruise ship tourist population to the area is another opportunity and something that is already happening in other parts of the city. Discounts can be given to those with cruise ship tickets. Cultural heritage tourism, the TAP noted, is a growing sector of the tourism economy. A national market study¹ released in October 2009 reports that “78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.”

The National Trust for Historic Preservation cites the following benefits as a result of creating cultural and heritage sites. They:

- Create jobs and businesses.
- Increase tax revenues.
- Diversify local economy.
- Create opportunities for partnerships.
- Attract visitors with interest in history and preservation.
- Increase historic attraction revenues.
- Preserve local traditions and culture.
- Generate local investment in historic resources.
- Build community pride.
- Increase awareness and perception/image of the site or area’s significance.

Travelers like to experience places and events that tell the story of a place or people. A starting point for telling the story of the Sistrunk Boulevard corridor could be the African-American Research Library and Cultural Center, described by the Greater Fort Lauderdale Visitors and Convention Bureau as a “60,000 sq. ft. jewel, only the third of its kind in the U.S.” It contains “a main library and a unique children’s library with more Black history books and books written by Blacks than any other facility in the country” <www.sunny.org>.



Figure 27: In Miami the mission of the non-profit Arts Hub <www.theearthhub.org> is to implement an art program that actively engages inner city youth. It focuses on areas where no art programs exist. Programs include:

- Hands-on art workshops and classes for children and adults from beginners to advanced students.
- A mentoring program for young men that includes etiquette, entrepreneurship, and the arts.
- Community projects through creating a partnership with artists, property owners, local residents, and sponsors to bring out urban areas by way of a mural project that will beautify the area.
- An art of life camp that is designed to help understand key elements of life, better eating habits and introduce various art forms to young people.

The Arts Hub also sponsors events. In 2015 they will include a painting in the street art party, a gala for young men, an Arts Hub summer camp for youth, and an art in the parks program.

¹ The City of Fort Lauderdale, Urban Land Institute (ULI) Technical Assistance Panel (TAP) Questions, Fort Lauderdale Community Redevelopment Agency (CRA) Sistrunk Corridor TAP, December 9 and December 10, 2014, served as the primary source of information.

Celebrating the area's arts and cultural heritage, the TAP observed, could be an important attribute of the Sistrunk Boulevard corridor's new brand, which would tie in with the focus of the successful FAT Village Technology & Arts District that is home to a variety of art-related venues and special events, including a monthly art walk. Food events should be a part of the heritage experience, with tastings offered as a part of walking tours and festivals, for example.

An additional project could be BRING OUT SISTRUNK, a volunteer-based collaborative mural project involving partnerships with artists, property owners, local residents, and sponsors. A proposal of Art and Soul, the mural would beautify Sistrunk Boulevard in 10 locations and would tell the story of the Sistrunk neighborhood, including the history of the city's jazz scene and famous artists who played there. By telling individual and collective stories, the mural would help create a sense of pride among residents and help local youth find their artistic voices and develop self confidence. Described in more detail in Appendix D, the project would involve the community from the earliest stages of planning.



Figure 28: The Wynwood area of Miami is a neighborhood that, because of strategic investments in the arts and place making, reversed years of economic disinvestment that resulted from the suburban movement that began after the end of World War II. Today the area is home to an eclectic mix of arts and creative businesses that brought life back to the once vacant and neglected warehouses and old factories that characterized it. Street art in all forms is credited with catalyzing the area's comeback. Artists followed by adapting buildings and alleys into galleries, performance venues, showrooms, and restaurants. The Wynwood Arts District Association (WADA) works to strengthen the area as an arts district. Services include sponsoring events and hosting an on-line map showing the artistic businesses in the area. At the urging of WADA, in 2013 the City of Miami created the Wynwood Business Improvement District that uses funds from property assessments for initiatives that strengthen the area as a hub for artists and entrepreneurs. Examples include infrastructure improvements, more public art, supplemental security and sanitation services, master planning, and a marketing program.

Underscoring the importance of cultural tourism, the Broward County Cultural Tourism Division worked with other partners to develop a ten-year community cultural plan, *CreativeBROWARD 2020 - A Plan for Cultural and Economic Development in Broward County*. A goal of the plan is to incorporate cultural diversity into every aspect of the overall plan and the component plans of creative economy, cultural tourism, and public art and design <www.broward.org/Arts/Resources/Publications/CulturalPlan2020/Pages/About.aspx>. Grants are also available specifically for cultural tourism projects in Broward County (see <www.broward.org/Arts/Funding/Programs/Pages/CTPGrant.aspx>). A tourism initiative could also build upon previously completed oral histories based on the life stories of Sistrunk residents.

In summary, a comprehensive marketing and promotions strategy that supports the shared vision and targets investors and businesses will be crucial to achieving the economic development goals for the Sistrunk Boulevard corridor.



Figure 29: Midtown Summer Fest



Figure 30: Light Up Sistrunk



Figure 31: FAT Village Artwalk

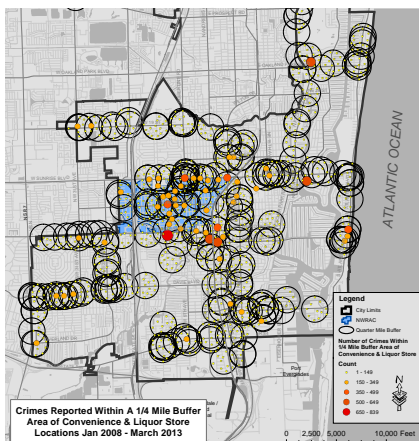
Figures 29-31: The Sistrunk Boulevard corridor and neighboring area are the focus of events (examples above) that celebrate the area's arts and cultural heritage. They also provide a tradition to build on when creating new experiences that tell the story of the area and its heritage.

Safety: Real and Perceived

An essential aspect of the Sistrunk place brand to address is the perception that the area is unsafe. As shown in Figure 28 the Sistrunk Boulevard TAP focus area has experienced a significant drop in crime, with a 50 percent reduction over the last three years. The police have a substation in the area at 1300 Sistrunk Boulevard and have a four-member Neighborhood Action Team that focuses on reducing crime through community partnerships. Team members attend Homeowner Association meetings, respond to concerns raised by residents, participate in outreach and mentoring with youth, and perform community outreach events such as the police department's SALT (Seniors and Law Enforcement Working Together) group. The department's Community Resource Unit is also run through the Neighborhood Action Teams.

Despite those efforts and the reduction in actual crime, the TAP concluded that significant negative safety perceptions remain and must be addressed early in the process if investors, residents, and businesses are to be effectively recruited. They suggested using a comprehensive approach involving the built environment, adjustments to programs and patrols and innovative strategic communications. New metrics should be developed that focus on perceptions, and initial surveys and focus groups will be needed to understand the exact nature of the concerns by key target markets. One concern is how dark the corridor is at night. Improved lighting at night is critical, the TAP stressed.

To implement the recommended actions and other measures to improve the safety image of the area, the CRA and/or an ongoing stakeholder organization will also need to build a meaningful partnership with the Fort Lauderdale Police Department and consider the creation of a Business Improvement District to help fund a clean and safe initiative. For example, the district concept used in other communities such as the Wynwood BID (described earlier) dedicates funds toward safety enhancements over and above what is dedicated through the normal police budgeting department. Those additional dollars are usually specifically targeted and program-oriented in nature and renewable on an annual basis by agreement of both parties.



> Creating industrial development strategies

The TAP recommended reimagining the night life in the industrial area as an entertainment district with multiple venues to complement the city's emerging FAT Village Technology and Arts District. Based on its nighttime tour of the area, the TAP suggested integrating the existing non-conforming uses now on Sistrunk Boulevard into internal locations within the industrial area and away from residences. The industrial buildings create a unique environment and offer redevelopment potential, the TAP observed. Along with the highly accessible location for such a variety of uses, the area presents a strong opportunity to attract additional businesses and users.

A series of strategies to encourage investment in the industrial area include:

- Considering regulatory changes to improve use options such as entertainment, retail, and gallery spaces.
- Conducting an audit of infrastructure and existing uses. The audit of existing uses should also include an analysis of tenancy rates and occupancy.
- Connecting job and training opportunities to the Sistrunk Boulevard neighborhood.
- Exploring parking requirement adjustments.
- Leveraging the state's Step-Up Apprenticeship Program.
- Exploring a sub-district plan for the area, including a distinct branding initiative.



Figure 34: The City of Philadelphia's Community Life Improvement Programs (CLIP) consists of several programs and agencies that work together to improve the appearance of neighborhoods through eliminating blight. One of the CLIP initiatives is a vacant lot program < www.phila.gov/qualityoflife/vacantlotprogram> to address the blighting impact of the city's some 40,000 vacant buildings and lots that attract crime, create unsanitary conditions, reduce property values, and cost the city significant money for safety and upkeep. As an alternative, in 2014 the city created a land bank to turn over vacant lots and buildings to people and organizations that want to create affordable and accessible housing, businesses that create jobs for residents, and spaces for community food productions. The vacant lot program is supported by the Campaign to Take Back Vacant Land, a coalition of Philadelphia's community, faith, and labor groups that joined together to pass the land bank legislation. Other CLIP initiatives are a graffiti abatement team, community service program to carry out clean-up projects, community partnership program that lend pieces of equipment for community clean-up, and trash and debris removal program.

> Increasing access to capital

A primary TAP recommendation to promote increased access to sources of capital was for the CRA to be empowered to convene a capital market summit that would bring together potential investors in the area. Suggested invitees would include area lending officers, venture capital firms, foundations, and private investors. State regional, and local economic development organizations should also be included and involved in the planning.

The summit should be preceded by the previously mentioned CRA-commissioned analyses for residential, retail, and industrial. The analyses should highlight the trends and metrics that funders need to justify making an investment.

CRA-commissioned marketability and feasibility studies on phase one sites should also be undertaken. An additional step is to explore alternative capital sources. Examples could include the CRA itself, individual civic investors, churches, developers, the city and county, and crowdfunding. Another potential source would be angel funds that provide early stage venture capital to entrepreneurs.

The summit should be preceded by a CRA-commissioned analysis (a white paper) of the current market for three Sistrunk Boulevard market segments: residential, retail, and industrial. The analysis should highlight the trends and metrics that funders need to justify making an investment. CRA-commissioned marketability and feasibility studies on particular sites should also be part of the package.

An additional step is to explore alternative capital sources. Examples could include the CRA itself, individual civic investors, churches, developers, the city and county, and crowdfunding. Another potential source would be angel funds that provide early stage venture capital to entrepreneurs.

Two resource organizations are the Greater Fort Lauderdale Alliance that sponsors an Entrepreneur Council and an Entrepreneurial Virtual Center, both of which focus on helping entrepreneurs grow, and Enterprise Florida that sponsors the Florida Opportunity Fund which provides venture capital for start-up and early-stage businesses. “It is important to recognize,” the TAP stressed, “that for the Sistrunk Boulevard corridor to succeed, any private investor or developer will need a government partnership. The market reality is that the Sistrunk area is not yet at the point of a Miami Beach or Wynwood, both successful models of an area that came back.”

> Focusing housing efforts on mixed-income residential projects in order to make more retail and commercial development sustainable

Based on its general review of housing types and patterns on and around the Sistrunk Corridor, the TAP concluded that the current residential inventory alone will not likely support the robust retail and commercial corridor desired by those who live and have a business in the area. Unless a corridor is a well-established regional destination, the TAP emphasized, thriving retail and commercial corridors are typically supported by those who live and work in the adjacent areas. Relative to those observations, the TAP recommends that the CRA assess, as part of a retail analysis, whether the corridor's current housing types (largely low-to moderate-income single family homes and subsidized multi-family units), mix, and intensity must change in order to make retail and commercial development more sustainable. The issue is more complex than homeownership (what many in the area want to see encouraged) versus rental housing, the TAP concluded. Instead the focus should be on how to achieve more mixed-income housing choices. Without an increase in buying power by area residents, new retail and commercial businesses will have a difficult time attracting customers. Mixed-income housing will also help the corridor become a retail destination.

“Without a serious, well-coordinated vision of what kind of housing the city will allow and encourage in the Sistrunk Boulevard area, it is difficult to plan the corridor’s future potential with any certainty, as the existing housing stock alone will not support significant additional retail/commercial business activity.”

The ULI Technical Assistance Panel

Factors that the TAP considered in making its recommendations regarding housing:

- Median incomes in the area are significantly lower than Broward County's. Identified recently in United Way of Broward's 2014 ALICE Report, a study of financial hardship in the county, and the Massachusetts Institute of Technology's Living Wage Calculator, Broward County is one of the most housing cost-burdened locations in the country. According to recent estimates published by the mortgage industry, a South Florida family needs to earn over \$58,431 annually to afford principal, interest, taxes, and insurance on a median-priced home with a 20 percent down payment. Broward's current median income is almost \$12,000 below that figure, and median household incomes in/near the Sistrunk corridor are less than \$30,000. (More information on mixed-income housing and its benefits can be found at <<http://urbanland.uli.org/economy-markets-trends/making-mixed-income-housing-work>> and <<http://urbanland.uli.org/planning-design/ulx-10-next-wave-mixed-income-housing-projects>>.)
- Nationally, the country is still emerging from the most devastating recession in more than 80 years. According to the U.S. Census Bureau, Florida endured one of the largest declines in homeownership in the country during the past decade. In South Florida, homeownership slipped from a high of 71 percent in 2005 to 59 percent at the end of 2014. Few, if any, forecasters anticipate homeownership rebounding beyond the low 60 percentage range in the foreseeable future. Tight lending requirements and the necessity of a 20 percent down payment also price many potential homeowners out of the market. Those factors, coupled with the fact that many millennials are showing a marked preference for rental options over ownership until later in life, make creating a full spectrum of housing choices a highly desirable goal. Focusing on both ownership and rental mixed-income options will allow the Sistrunk area to become a more attractive option for a higher percentage of new residents.



Figure 35: In Arlington, Massachusetts, the recently completed Arlington 360 was built on the former site of a closed hospital. Of the 164 apartments, 26 are affordable, including 17 reserved for households earning at or below 80 percent of the area's median income (AMI) and nine for those earning below 120 percent of AMI. The development also contains 12 for-sale townhouses and amenities such as a community garden, walking trails, and parks. (Source: <http://urbanland.uli.org/planning-design/ulx-10-next-wave-mixed-income-housing-projects>.)

> Identifying immediate next steps

Building positive momentum is a crucial aspect of any successful economic development or redevelopment initiative. For the Sistrunk Boulevard corridor, the TAP members suggested a number of immediate next steps that can help create “early wins” in the building of that momentum.

Design and Physical Improvements

The TAP's advice for early next steps was to concentrate initial incentive efforts around NW 7th Avenue and then extend them to NW 15th Avenue. The focus should be on existing buildings and catalytic projects, with an emphasis on creating success stories for new projects. Ensuring that development and connections extend and are scalable in all four directions is a key part of the design strategy. Parcels north and south of Sistrunk Boulevard along NW 7th Avenue should continue the mixed used pattern as part of that early phase.

Specific strategies, which should be consistent with the 2008 Northwest-Progresso-Flagler Heights Implementation Plan, should address:

- Creating gateways at Sistrunk Boulevard and NW 7th Avenue and Sistrunk Boulevard and Andrews Avenue. NW 7th Avenue and Sistrunk Boulevard should be treated as “main and main.”
- Activating the Sistrunk Boulevard gateway to the west and facilitating development to the east.
- Making stronger connections to the industrial area to the north.
- Increasing connection to Avenue of the Arts to the south.

Strategies should also address connecting across Andrews Avenue where six lanes create a barrier, as does crossing the FEC Railway tracks. Work on the western segments of Sistrunk Boulevard should come after the eastern link. The goal, the TAP emphasized, should target infilling and redeveloping existing vacant buildings and properties; once those areas are vibrant, focus growth west of 15th Street.



Figure 36: The focus area for the TAP recommended priority next steps.

Additional Economic Development Program Enhancements

In addition to implementing the design and physical improvements strategies outlined above, which are essential to the sustained economic success of the corridor, the CRA should:

- Recruit economic development partners and adjust the organizational structure to welcome them. Work together to begin recruiting additional civic investments.
- Conduct the needed market research, including hiring the best people available for urban markets.
- Immediately begin the process to communicate the shared vision and reposition the brand with enhancement of safety perceptions as a key initial priority. Hire strong consultants to create the strategy; then hire necessary staff.
- Begin organizing capital market summit and hold it within six months.
- Organize business and property owners in the Industrial District to explore enhancements.
- Create a small business council to assist existing small businesses and help recruit more.
- Expand opportunities for existing residents to participate in the revitalization.

“We understand the complex nature of revitalizing the Sistrunk Boulevard corridor and attracting new economic investments,” the TAP members concluded. The first steps outlined above should help create forward momentum; sustaining that momentum, however, will require careful attention to the broader concepts contained in the TAP report. In addition, all the partners should keep in mind the need to balance community interests with investor requirements and market demand for the area. By staying focused on the shared vision, working cooperatively, and taking advantage of marketplace trends, the partners can achieve most of their goals for Sistrunk in the next decade.

Appendix A: TAP Agenda

Fort Lauderdale CRA Sistrunk Corridor TAP

December 9 & 10, 2014

2nd Floor Conference Room, Mizell Center, 1409 NW 6th Street (W. Sistrunk Blvd.), Fort Lauderdale

Tuesday, December 9th

- | | |
|-----------------|--|
| 12:00 – 1:30 pm | Panel arrives, meets over catered lunch
Mizell Center, 1409 NW 6th Street (W. Sistrunk Blvd.), 2nd Floor, Fort Lauderdale |
| 1:30 – 2:45 pm | Tour of Study Area Led by Staff
Van to leave from Mizell Center |
| 2:45– 3:30 pm | Hotel check-in and break
Riverside Hotel, 620 E. Las Olas, Fort Lauderdale |
| 3:30 – 5:00 pm | Panel Work Session
Mizell Center, 2nd Floor Conference Room, 1409 NW 6th Street (W. Sistrunk Blvd.), Fort Lauderdale |
| 5:30 – 7:00 pm | Panel meeting and discussion with stakeholders
Mizell Center, 2nd Floor Conference Room. This meeting is open to the public. |
| 7:30 – 9:00 pm | Dinner & Deliberations
McGuire's Hill 16 Pub, 535 N. Andrews Ave., Fort Lauderdale (Private room)
Short tour of corridor at night will follow dinner |

Wednesday, December 10th

- | | |
|---------------------|---|
| 7:30 – 8:30 am | Breakfast at hotel for those staying onsite
Riverside Hotel |
| 8:30 – 10:00 am | Panel work session
Mizell Center, 2nd Floor Workroom |
| 10:00 – 10:30 am | Break |
| 10:30 am – 12:30 pm | Panel work session |
| 12:30 - 1:30 pm | Working lunch |
| 1:30 - 3:00 pm | Panel work session |
| 3:00 - 3:30 pm | Break |
| 3:30 – 5:00 pm | Panel review of draft report & power point prep (closed to public) |
| 5:30 – 6:30 pm | Presentation of draft report; Questions & Answers
Mizell Center, 2nd Floor Conference Room. This meeting is open to the public |

Appendix B: Panel Questions

Fort Lauderdale CRA Sistrunk Corridor TAP

September 30 & October 1, 2014

The focus of this TAP is the formation of strategies to encourage development, including economic development, along the Sistrunk Corridor area and nearby adjacent areas in Fort Lauderdale.

By concentrating its attention on specific portions of the corridor, the panel will identify strategies and incentives to create catalytic projects, with the highest priority being how to focus and encourage the redevelopment on a suggested locus along the corridor. For purposes of this TAP, the Sistrunk Corridor is broken into three segments, with the panel's emphasis on the third segment:

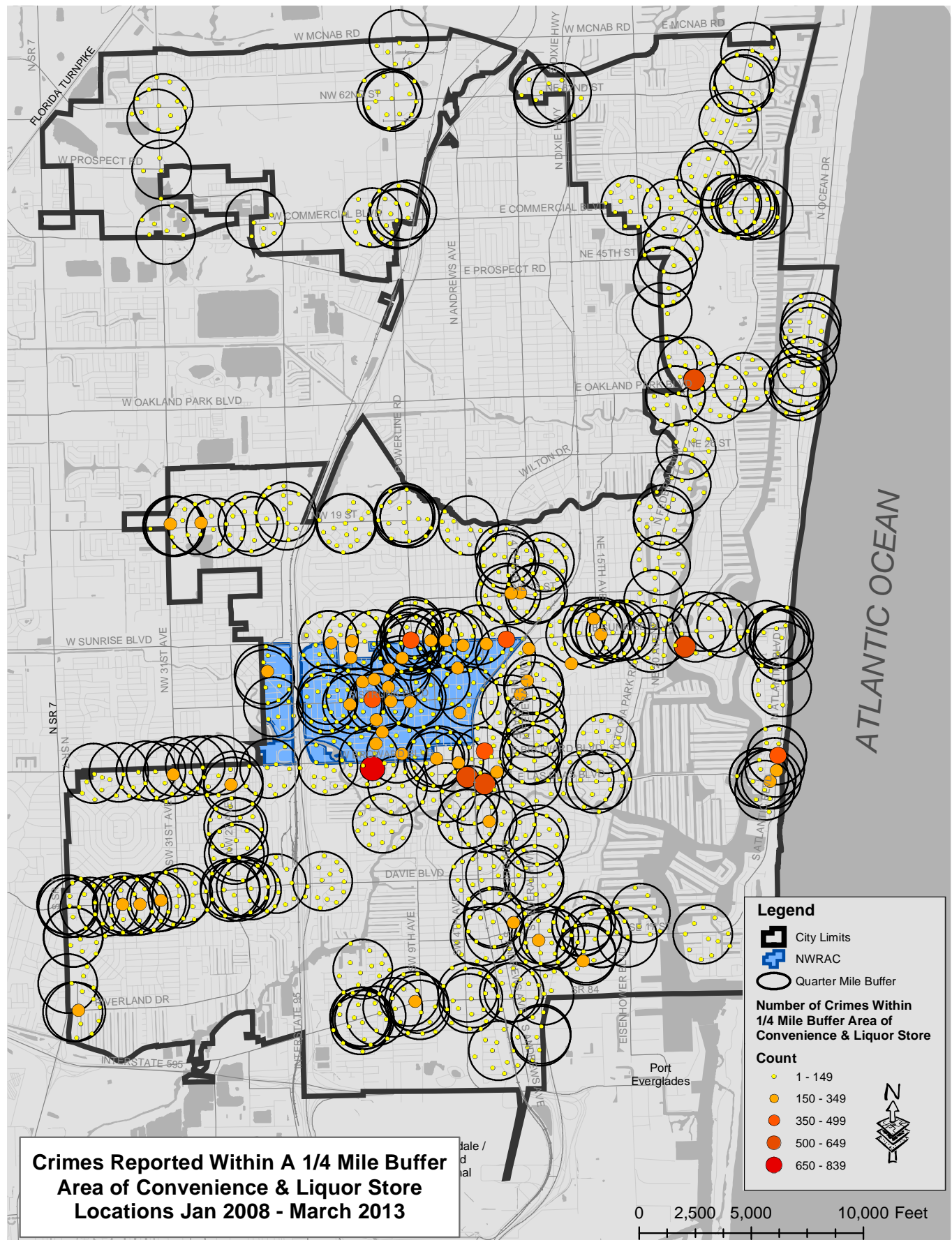
- Sistrunk Blvd. west of I-95 to the city limits
- Sistrunk Blvd. east of I-95 to NW 9th Avenue
- Sistrunk Blvd. between NW 9th Avenue to the FEC

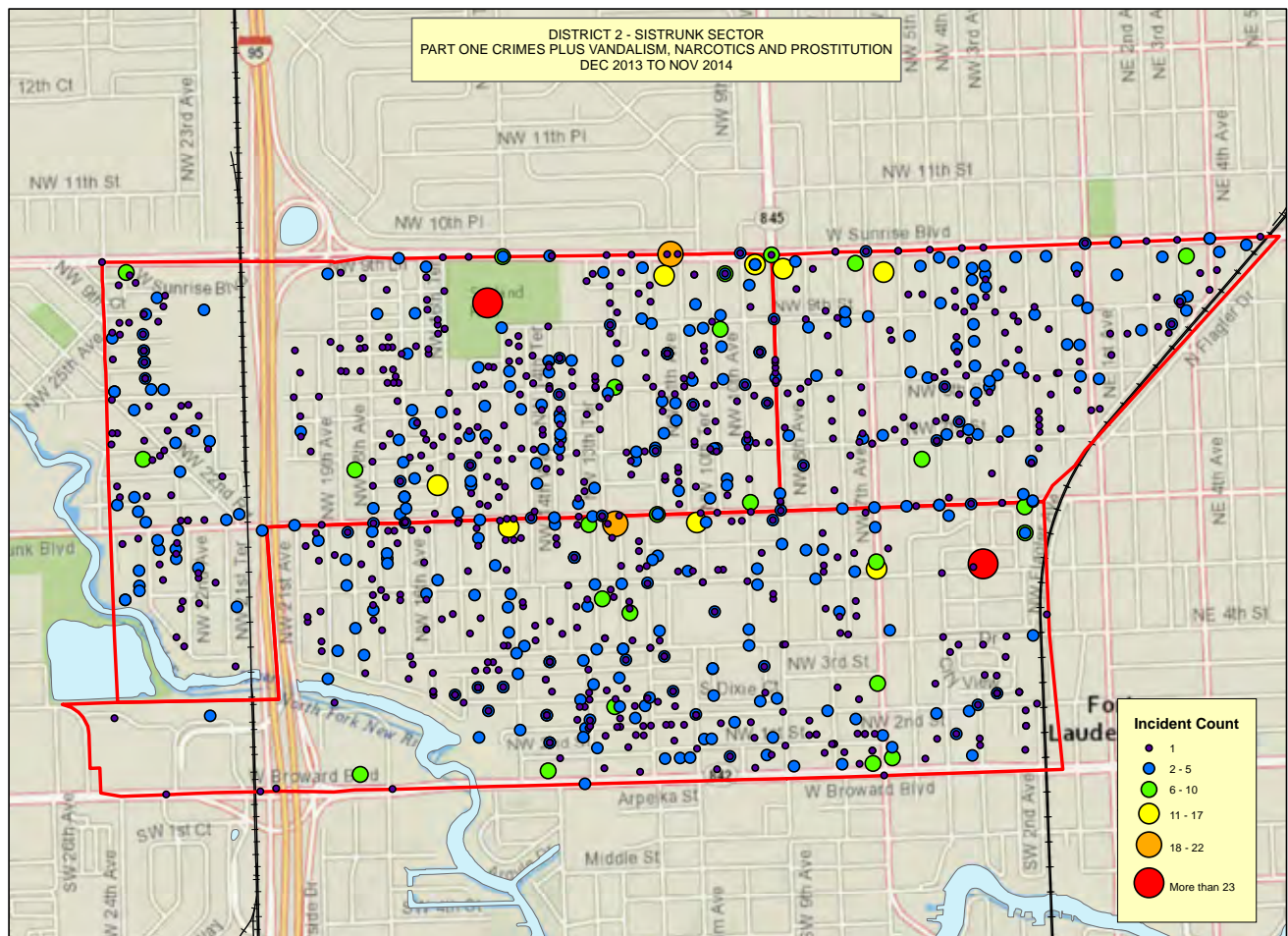
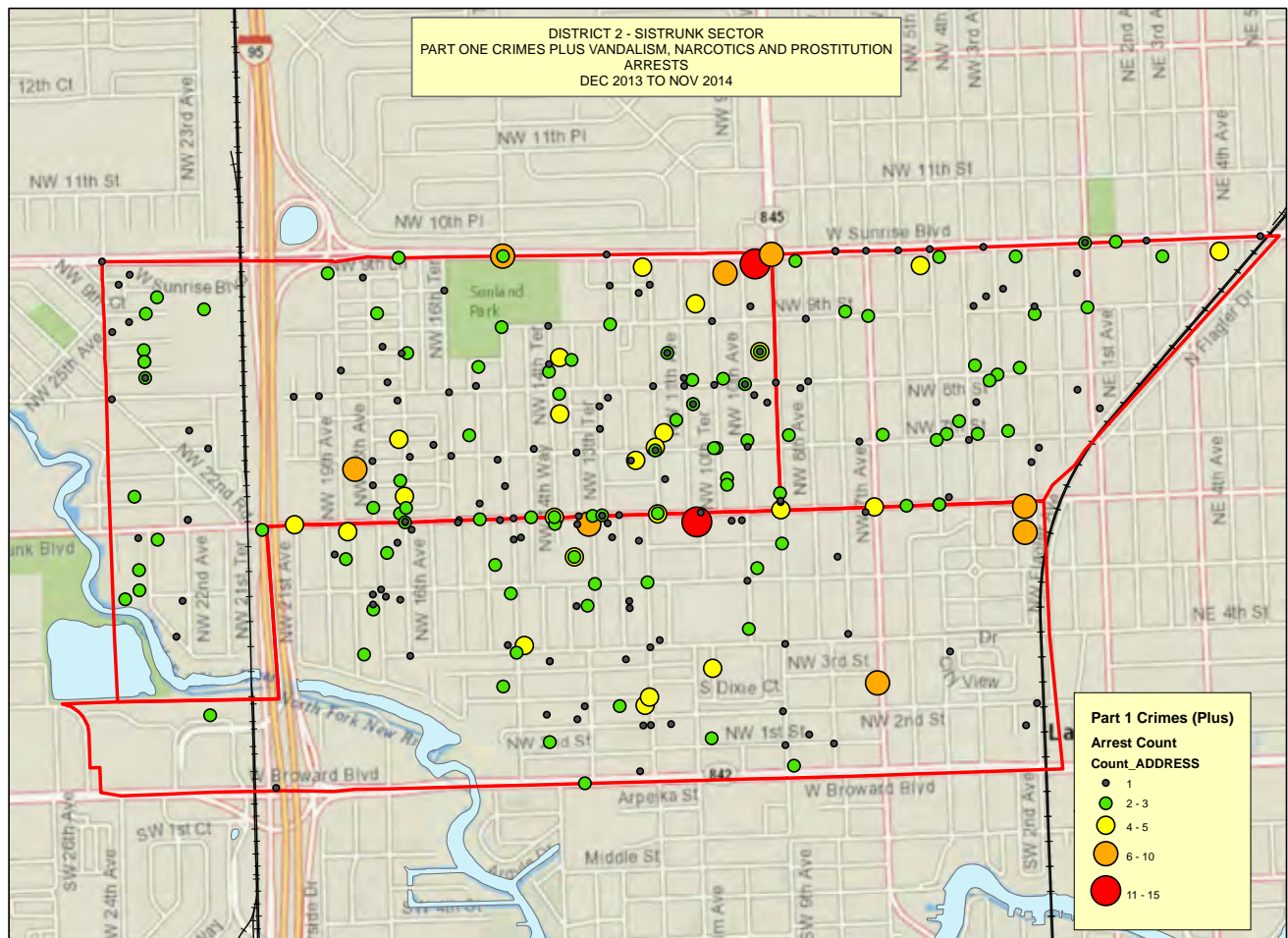
The panel will be furnished with other studies and analyses of the study area for their review prior to on-site work. On-site, the panelists will address the following questions:

- In general, how best can Fort Lauderdale and its CRA encourage economic development along the study corridor?
- To encourage the most appropriate economic development and increased private sector investment on the Sistrunk corridor, the panel is asked to suggest specifically where these efforts should be most closely concentrated.
 - How large an area should this be?
 - Are any land uses changes/specific policy changes needed to make the area more attractive to private sector development?
 - What strategies should be used to tie Sistrunk more closely into the downtown core? To connect with FAT Village?
 - How can the corridor best serve its existing residents and those who feel strong ties to the neighborhood?
 - What conditions or incentives should be addressed/put in place to attract private sector investment?
 - Are additional infrastructure improvements needed? If so, how could these improvements best be funded?
 - Address the process and resources needed to accomplish panel's recommendations.
- Address existing industrial uses contiguous to the study area, and identify strategies for incorporating or refocusing those uses in the overall plan.
- Overall corridor focus:
 - What other tools, techniques or capacity are recommended to help support investment and development overall on the corridor?
 - What are the recommended next steps?

Appendix C: Sistrunk Boulevard Corridor Crime Statistics

Source: City of Fort Lauderdale Police Department





Appendix D: Other Non-Profit Community Proposals

- **Introduction:** In Conjunction with the City of Fort Lauderdale, Art n Soul has identified a need within the Sistrunk Corridor for elaborated creativity.
- **Needs Statement:** We work towards creating a partnership with artists, property owners, local residents and sponsors to BRING OUT SISTRUK by way of a mural project will beautify the area. We have identified 10 locations within the Sistrunk corridor to serve as host canvases for the murals.
- **Purpose:** The mural process will tell the historical story of Sistrunk neighborhood. The individual and collective stories will cohesively help to develop a vehicle geared towards empowering the community. The project will also engage local youth to help find their artistic voice, develop self-confidence and discover new ambitions while helping creating murals.
- Goals of art project:
 - Beautify buildings throughout the city which are primary in high visibility locations
 - Visually promote the arts throughout the community
 - Create a sense of pride among Sistrunk residents
 - Provide a positive impact on project participants
- **Methods:** The Mural Project requires the commitment of local Volunteers with in the community from the earliest stages of planning through the hands-on work required to painting the walls of the mural. There will be committees formed to help with selecting artists, mural themes, and sponsors. The committees will seek volunteers who show promise of broad participation from the resident standpoint, along with a desire to create a project that is reflective of the community. This Mural Project will help build ties within the community and address some important challenges the community faces.
- **Proposed Concept I:** A visually dynamic mural that gives onlookers a glimpse into the history of the Fort Lauderdale jazz scene. The imagery will allow the community to take a step back in time to the hottest Fort Lauderdale jazz clubs in the 1930s such as Club Brownie and the Trianon Ballroom. The mural will also tell the story of world-famous artists who played in Fort Lauderdale such as Louis Armstrong and Ella Fitzgerald, who gave one of her first lead performances in Fort Lauderdale.
- **Proposal Concept II:** A visually appealing painted mural that portrays jazz subject matter with bold and dynamic abstract shapes and patterns. Forms depicting musicians playing music along with symbols for rhythm and sound will interact to evoke emotions of sound and movement. The mural will be painted utilizing a color palette complimentary to Ft Lauderdale architecture of the neighborhood.

- **Additional Considerations:** A mural project such as this would be heavily figurative and detailed thus, taking multiple weeks' time to complete. Additionally, the artist would need to collaborate with the Fort Lauderdale Historical Society and The old Dillard Museum to research the history relative to the project goals. We will invite local high school artist to be mentored by retired artist as part of this project as well. Along with have a Juried show case with a prize to Best mural, Most Improved Artist and Best Design. This will take place between the High School artists on 3 of the walls selected for murals.
- **Projected Timeline:** The mural project is set to target 10 walls with in the Sistrunk area that will be used as canvas. Five walls are facing the east and five are facing the west. The mural project is estimated to take approximately 6 months of time to complete, starting August 2015. The mural project is planned to end just before the month of December which just in time to host a "Bring out Sistruck" street exhibit in conjunction with the Light up Sistruck Festival.

Art n Soul will curate new edition of murals with eight to twelve of the top muralists from around the Fort Lauderdale area. This project will build ten new created murals and will look to add mural to the Fort Lauderdale area ever year after.

The Midtown area Mural Project will hopefully turn into a yearly event with the goal of creating over 50 murals by some of Fort Lauderdale talented artist in a 5 years' time span in various area around the city. The recurrence and solidification of the project throughout this time will establish the Midtown and Fort Lauderdale area as a landmark destination for internationally recognized murals and will create exposure for the city, establishing it as a premier art destination.

Outline items for project:

- Mural Walls Needed: Locate walls that could use a mural
- Corporate Sponsorship: Seek any one that LOVE the project and want to support.
- Volunteers Needed: Anyone who wants to help

Date and event:

- August 1, 2015 Will be a community cleanup day in Mid Town
- August 2, 2015 Painting of Murals Begin in conjunction with Summer Fest
- Reception without Cultural Partners and Community Leaders
- With Musical performances, with all the muralist in attendance
- December 6, 2015 Painting of Murals End in conjunction with Light up Sistrunk


ITEM IV
FUNDING
REQUEST



MEMORANDUM

DATE: May 21, 2015

TO: NPF CRA Advisory Board Members

FROM: Jeremy Earle, AICP, ASLA, FRA-RA | Deputy Director 

SUBJECT: Ambassador Program Update – Flagler Village

At the March 25, 2015, meeting a representative of the Downtown Development Authority, (DDA) and members of the Ambassador Program provided board members with an overview of the Ambassador Program. The program was created in 2014, by the DDA through a grant provided by the City of Fort Lauderdale. On September 30, 2014, the signed a one year contract with PSC Professional Security Consultants/ DBA: Professional Security Concepts to provide ambassador security services.

In Fiscal Year 2015 NPF CRA operating budget, \$250,000 was added to cover expenses associated with initiating the Ambassador Program in Flagler Village. The DDA proposes to enter into a separate agreement with PSC Professional Security Consultants DBA: Professional Security Concepts to expand ambassador services to the Flagler Village Civic Association for an initial one year term for an amount not to exceed \$250,000. The DDA will pay PSC at the weekly cost of \$4,659.84 based on 280 hours per week for security officers and supervisor. The CRA proposes to enter into an agreement with the DDA to fund the Ambassador Program services for Flagler Village to be provided by the DDA through its third party contractor. A copy of the existing DDA contract for the Ambassador Program and draft agreement between the DDA and the Contractor and between the DDA and the CRA are attached as **Exhibits A, B and C**. The draft agreements are under review by the City Attorney's office and once finalized, the Agreement between the CRA and DDA for these services will be presented to the CRA Board for approval.

Attachments

- Exhibit A: DDA Existing Contract for Ambassador Services Downtown
- Exhibit B: Draft DDA Proposed Contract with PSC for Ambassador Services in Flagler Village
- Exhibit C: Draft CRA Contract with the DDA for Ambassador Services in Flagler Village

AMBASSADOR AGREEMENT

THIS AGREEMENT, made on the 30th day of September, 2014, between the Downtown Development Authority of Fort Lauderdale, a special taxing district organized under the laws of the State of Florida, located at 305 South Andrews Avenue, Suite 301, Fort Lauderdale, Florida 33301 (hereinafter referred to as DDA), and PSC Professional Security Consultants DBA: Professional Security Concepts, a corporation registered in the state of Florida, located at 11454 San Vicente Blvd. Los Angeles, CA 90049, with its local address PSC Security, 700 South Rosemary Avenue, West Palm Beach, Fl. 33401, (hereinafter referred to as PSC).

WHEREAS, PSC is currently providing security ambassador services for the DDA at West Palm Beach and the DDA at Pompano Beach; and

WHEREAS, ambassador service is a neighborhood watch program for downtown areas; and

WHEREAS, the DDA desires to hire a ambassador security service for the Downtown Area and Fort Lauderdale CRA Area, and

WHEREAS, the DDA has selected PSC to provide security services.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

Section 1. Term of Agreement

a) This Agreement shall commence on, and continue on a month to month basis until terminated pursuant to paragraph 4. Rate and equipment costs as detailed in section 3 and on applicable exhibits are based on a three year contract, if contract is terminated for no cause (DDA budget issues are not considered a cause for this matter) then the DDA will be subject to additional payments related to cost of all equipment and other expenses associated with the agreement.

Section 2. PSC Services

PSC shall provide Downtown Security Patrol Officers for the Fort Lauderdale Downtown Area Security Ambassador Program. The hours of operation, number of officers and location of the officers is specified in Exhibit A. The DDA and PSC may mutually agree to amend the hours of service or number and location of officers during the course of this Agreement. The DDA may request different or additional services for special events.

Section 3. Payment for Services

a) The DDA agrees to pay PSC at the weekly cost of \$1,876.88 for Downtown Security Patrol Labor Coverage. (See Attached Exhibit A). If service is provided at the staff level and hours specified in Exhibit A, the DDA will pay for 116 hours per week x 52 weeks = 6,032 hours at security officer (\$16.18 per hour billing) level. However, the parties agree that the DDA shall only pay for the actual number of hours worked by PSC, and PSC agrees to invoice the DDA only for the actual hours worked during the billing period.

b) ^{DDA (SM)} ~~PSC~~ shall provide all equipment as outlined in ^{Exhibit D (SM)} ~~PSC Pricing Sheets~~ for Downtown Patrols (see attached Exhibit D), ~~in performing its obligations in Exhibits A.~~ ^(SM) PSC shall be responsible for providing insurance, and shall have the Fort Lauderdale Downtown Development Authority named additional insured on the insurance policy.

c) The total cost for this contract shall not exceed \$100,000 for any one (1) year term, unless DDA authorizes an increase in the total cost in writing prior to the additional services being performed.

d) The DDA agrees to pay PSC no later than ten (10) days after receiving an invoice from PSC. Any invoice that remains unpaid after the time provided above shall bear interest at the rate as provided for in Section 218.74 (4), *Florida Statutes* (2013).

Section 4. Termination

Notwithstanding the term provisions in Section 1, either the DDA or PSC may terminate this Agreement at any time during the term thereof by providing ten (10) days advance written notice to the other party. Such notice shall be provided to the DDA at the address above or to PSC at its local address above.

Section 5. Indemnification

The parties agree that PSC is an independent contractor and not an agent or employee of the DDA. PSC shall indemnify, defend and hold the DDA City of Fort Lauderdale, their officers, agents and employees, harmless from any and all loss for claims, damages, bodily injury, or property damage, whatsoever, including but not limited to reasonable attorney's fees, and costs, arising out of the services provided hereunder to the extent caused by PSC's negligent, willful or intentional acts or omissions.

Section 6. Insurance

At all times during the term of this Agreement, PSC, at its expense, shall keep or cause to be kept in effect the following insurance coverages:

a) A general liability insurance policy, in standard form, insuring DDA and CITY as an additional insureds, against any and all liability for bodily injury or property damage arising out of or in connection with this Agreement with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence and Five Million Dollars (\$5,000,000.00) general aggregate.

b) Workers' Compensation Insurance to apply to all PSC's employees and said coverage to be in compliance with the "Workers' Compensation Law" of the State of Florida and all applicable federal laws. In addition, the policy(ies) shall include Employers' Liability with a limit of One Hundred Thousand Dollars (\$100,000.00) for each accident.

c) Business Automobile Liability for all vehicles owned by PSC that are involved with this Agreement with limits of Three Hundred Thousand Dollars (\$300,000.00) per occurrence combined single limit for Bodily Injury Liability and Property Damage Liability.

d) All of the policies of insurance provided for in this Agreement:

- i. shall be in the form and substance approved by the Department of Insurance of the State of Florida ("DOI");
- ii. shall be issued only by companies licensed by DOI;
- iii. Certificates of Insurance pertaining to same shall be delivered to CITY at least fourteen (14) days prior to the commencement of the License Term;
- iv. shall be with a carrier having an A Best's Rating of not less than A, Class VII;
- v. Proof of insurance will be provided by PSC or sent by insurance company to DDA.
- vi. The insurance coverage under subparagraphs (a) and (c) above shall be for a period coincident with the applicable indemnification obligations set forth above.

e) Proof of insurance will be provided by PSC or sent by insurance company to DDA.

f) DDA does not in any way represent that the types and amounts of insurance required hereunder are sufficient or adequate to protect PSC's interests or liabilities but are merely minimum requirements established by the DDA.

Section 7. Law and Venue

This Agreement shall be governed by the laws of the State of Florida. Venue for any action under this Agreement shall be in Broward County, Florida. It is hereby understood and agreed that in the event any lawsuit in the judicial system, federal or state, is brought to enforce compliance with this Agreement or interpret same, or if any administrative proceeding is brought for the same purposes, each party shall pay its own attorney's fees and costs, including appellate fees and costs.

Section 8. Binding Effect; Entire Agreement

This Agreement shall be binding upon and inure to the benefit of the respective heirs, successors and assigns of the parties. This Agreement contains the entire Agreement between the parties; any and all prior or contemporaneous agreements or representations, oral, written or otherwise are hereby null and void. This Agreement and any attachments hereto can only be modified or amended by written agreement, signed and dated by both parties.

Section 9. Public Records

In accordance with Sec. 119.0701, *Florida Statutes*, PSC must keep and maintain this Agreement and any other records associated therewith and that are associated with the performance of the work contemplated herein. Upon request, PSC must provide the public with access to such records in accordance with access and cost requirements of Chapter 119, *Florida Statutes*. Further, PSC shall ensure that any exempt or confidential records associated with this Agreement or associated with the performance of the work contemplated herein are not disclosed except as authorized by law. Finally, PSC shall retain the records described in this paragraph throughout the performance of the work contemplated herein, and at the conclusion of said work, transfer to DDA, at no cost to the DDA, all such records in the possession of PSC and destroy any duplicates thereof. Records that are stored electronically must be transferred to the DDA in a format that is compatible with the DDA's information technology systems.

**(PSC) Professional Security Consultants
dba: Professional Security Concepts**


Attest

(SEAL)

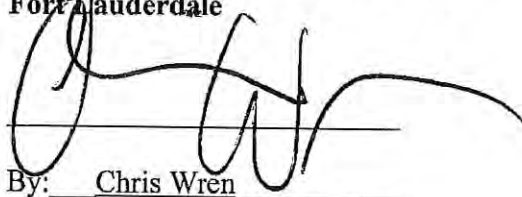


By: Shaul Maouda

Title: Senior Vice President

Date: 9-30-14

**Downtown Development Authority
Fort Lauderdale**



By: Chris Wren

Title: Executive Director

Date: 9-30-14

EXHIBIT A---Downtown Area Security Ambassadors---Officers, hours
EXHIBIT D---Equipment provided by DDA

EXHIBIT A

Downtown Development Authority of Fort Lauderdale

Contractor Trade Name: Professional Security Consultants
Address: 11454 San Vicente Blvd, Los Angeles, CA, 90049

9/11/2014

<u>Description</u>	<u>Weekly Hours</u>	<u>Billing Rate</u>	<u>Total Weekly Cost</u>	<u>Total Annual Cost</u>
Director	0	\$ -	\$ -	\$ -
Assistant Director	0	\$ -	\$ -	\$ -
Lead Supervisor	0	\$ -	\$ -	\$ -
Supervisors	0	\$ -	\$ -	\$ -
Officers	116	\$ 16.18	\$ 1,876.88	\$ 97,597.76
Total:	116		\$ 1,876.88	\$ 97,597.76
Work outside of scope of work hours	will be billed at 1.5 of each year hourly rate			
Holiday Rate:	will be billed at 1.5 of each year hourly rate			

* Price does not include any state Use/Sales taxes. PSC will bill additionally per month, based on state's current

Also Included in the Price:

Corporate Supervision inspections
 Training
 CPR/First Aid training & Certification
 Uniform
 Background Checks + Drug Testing
 Incident Tracking System

Extra Insurance Coverage:

General Liability: \$25,000,000
 Workers' Compensation: \$1,000,000
 Employer's Liability (EPLI): \$1,000,000
 Auto: \$1,000,000 per occurrence
 Excess - Auto and Employer Liability: \$5,000,000

Added Value

Diversified and Knowledgeable Team
 Scalable operations
 24/7 support for all client needs
 Vendor and Law Enforcement Collaboration
 Complete and Accountable Transparency
 Innovative approach for cost reduction

General Holiday:

PSC recognizes the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. Officers that work on these holiday days, will receive pay equal to one and one half times their regular rate for each hour performed. Therefore, PSC charges time and half the usual billing rate for officers working during these (6) federal holidays.

Additional Security Coverage:

PSC charges time and half the usual rate for officers working during hours for emergency coverage and special events, if client management is unable to provide at least 72 hours advance notice of required increase in manpower deployment.

FTL / DDA / FLAGLER VILLAGE DEPLOYMENT

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	HRS
9A-6P	10A-6P	10A-6P	10A-6P	10A-6P	10A-6P	9A-6P	56
9A-6P	10A-6P	10A-6P	10A-6P	10A-6P	10A-6P	9A-6P	56
18	16	16	16	16	16	18	116

EXHIBIT D
DOWNTOWN DEVELOPMENT AUTHORITY OF FORT LAUDERDALE
AMBASSADOR PILOT PROGRAM DDA PROVIDED EQUIPMENT

ITEM	QUANTITY	NOTES
FIRST AID KIT	1	TO BE PURCHASED BY DDA
CAMERA	1	TO BE PURCHASED BY DDA
PATROL VEHICLE	1	TO BE PURCHASED BY DDA
COMPUTER	1	TO BE PURCHASED BY DDA
PATROL BIKES	4	TO BE PURCHASED BY DDA
HANDHELD RADIOS	4	TO BE PURCHASED BY DDA
CASE MOBILE DEVICES	4	TO BE PURCHASED BY DDA
CELL PHONE	1	TO BE PURCHASED BY DDA
RADIO REPEATER	1	TO BE PURCHASED BY DDA
ALL THESE ITEMS ARE OWNED BY THE DDA/FV CRA		

FLAGLER VILLAGE AMBASSADOR AGREEMENT

THIS AGREEMENT (referred to as Flagler Village Agreement or Agreement), made on the _____ day of _____, 2015, between the Downtown Development Authority of Fort Lauderdale, a special taxing district organized under the laws of the State of Florida, located at 305 South Andrews Avenue, Suite 301, Fort Lauderdale, Florida 33301 (referred to as DDA), and PSC Professional Security Consultants DBA: Professional Security Concepts, a corporation registered in the state of Florida, located at 11454 San Vicente Blvd. Los Angeles, CA 90049, with its local address PSC Security, 700 South Rosemary Avenue, West Palm Beach, FL 33401, (referred to as PSC).

WHEREAS, ambassador service is a neighborhood watch program for downtown areas, and PSC is currently providing security ambassador services for the "Downtown Area" of DDA; and

WHEREAS, PSC is currently providing security ambassador services for the DDA at West Palm Beach and the DDA at Pompano Beach; and

WHEREAS, PSC submitted a proposal dated February 25, 2015 for ambassador services to the Flagler Village Civic Association, referred to as Proposal and incorporated verbatim herein by reference except as superseded or modified by this Flagler Village Agreement; and

WHEREAS, DDA desires to engage PSC to provide ambassador security services for the Flagler Village Area, and

NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

Section 1. Term of Agreement

This Agreement shall commence on the "commencement date" stated in a Notice-to-Proceed to be issued by DDA within thirty (30) calendar days of the date entered above, and continue on a month to month basis until terminated pursuant to Section 4. The "anniversary date" of this Agreement shall be the annual period occurring after the commencement date, and any annual extensions thereafter that may be approved from time-to-time by the parties.

Section 2. PSC Services

PSC shall provide Security Patrol Officers for the Fort Lauderdale Flagler Village Area Security Ambassador Program. The annual budget and summary of total cost is specified in the PSC Pricing Schedule attached as Exhibit A. Security services to be provided are based on the hours of operation, number of officers and location of the officers as specified in the Hours of Operations Summary Schedule provided as Exhibit B. Services provided by PSC shall include but not be limited to the services, support and supervision offered by PSC in the Proposal. The DDA and PSC may mutually agree to amend the hours of service or number and location of officers during the course of this Agreement. The DDA may request different or additional services for special events.

Section 3. Payment for Services

a) The DDA agrees to pay PSC at the weekly cost of \$4,659.84 for Flagler Village Security Patrol Labor Coverage (see attached Exhibit A). If service is provided at the staff level and hours specified in Exhibit A, the DDA will pay for 288 hours per week x 52 weeks = 14,976 hours at Security Officer (\$16.18 per hour billing) Level as detailed in Exhibit B. However, the parties agree that the DDA shall only pay for the actual number of hours worked by PSC, and PSC agrees to invoice the DDA only for the actual hours worked during the billing period. Invoices shall be submitted within ten (10) days following the end of a calendar month, and in addition to the invoice include a timesheet of actual hours worked by each assigned Security Officer.

b) PSC shall provide all equipment as outlined in the PSC Pricing Schedule for Flagler Village services (see again attached Exhibit A), in performing its obligations in accordance with this Agreement. PSC shall be responsible for providing insurance, and shall have the Fort Lauderdale Downtown Development Authority, the City of Fort Lauderdale and the Fort Lauderdale Community Redevelopment Agency named additional insured on the insurance policy.

c) The total cost for this contract shall not exceed \$250,000 for the initial one (1) year term, unless DDA authorizes, in writing, an increase in the total cost prior to the additional services being performed. Any extension to this Agreement granted by DDA beyond the one-year initial term is subject to availability of funds and the appropriation of funds by local participating governing bodies.

d) The DDA agrees to pay PSC no later than ten (10) days after receiving an invoice from PSC. Any invoice that remains unpaid after the time provided above shall bear interest at the rate as provided for in Section 218.74 (4), *Florida Statutes* (2013).

Section 4. Termination

Notwithstanding the term provisions in Section 1, either the DDA or PSC may terminate this Agreement for convenience at any time during the term thereof by providing ten (10) days advance written notice to the other party. Such notice shall be provided to the DDA at the address above or to PSC at its local address above.

Section 5. Indemnification

The parties agree that PSC is an independent contractor and not an agent or employee of the DDA. PSC shall indemnify, defend and hold the DDA, the City of Fort Lauderdale ("City"), and the Fort Lauderdale Community Redevelopment Agency ("CRA"), their officers, agents and employees, harmless from any and all loss for claims, damages, bodily injury, or property damage, whatsoever, including but not limited to reasonable attorney's fees, and costs, arising out of the services provided hereunder to the extent caused by PSC's negligent, willful or intentional acts or omissions.

Section 6. Insurance

At all times during the term of this Agreement, PSC, at its expense, shall keep or cause to be kept in effect the following insurance coverages:

a) A general liability insurance policy, in standard form, insuring DDA, the CITY and CRA as additional insureds, against any and all liability for bodily injury or property damage arising out of or in connection with this Agreement with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence and Five Million Dollars (\$5,000,000.00) general aggregate.

b) Workers' Compensation Insurance to apply to all PSC's employees and said coverage to be in compliance with the "Workers' Compensation Law" of the State of Florida and all applicable federal laws. In addition, the policy (ies) shall include Employers' Liability with a limit of One Hundred Thousand Dollars (\$100,000.00) for each accident.

c) Business Automobile Liability for all vehicles owned or operated by PSC that are involved with this Agreement with Limits of Three Hundred Thousand Dollars (\$300,000.00) per occurrence combined single limit for Bodily Injury Liability and Property Damage Liability.

d) All of the policies of insurance provided for in this Agreement:

- i. shall be in the form and substance approved by the Department of Insurance of the State of Florida ("DOI");
- ii. shall be issued only by companies licensed by DOI;
- iii. Certificates of Insurance pertaining to same shall be delivered to DDA at least fourteen (14) days prior to the commencement of the Agreement;
- iv. shall be with a carrier having an A Best's Rating of not less than A, Class VII;
- v. Proof of insurance will be provided by PSC or sent by insurance company to DDA.
- vi. The insurance coverage under subparagraphs (a) and (c) above shall be for a period coincident with the applicable indemnification obligations set forth above.

e) Proof of insurance will be provided by PSC or sent by the insurance company to DDA.

f) DDA does not in any way represent that the types and amounts of insurance required hereunder are sufficient or adequate to protect PSC's interests or liabilities but are merely minimum requirements established by the DDA.

Section 7. Law and Venue

This Agreement shall be governed by the laws of the State of Florida. Venue for any action under

this Agreement shall be in Broward County, Florida. It is hereby understood and agreed that in the event any lawsuit in the judicial system, federal or state, is brought to enforce compliance with this Agreement or interpret same, or if any administrative proceeding is brought for the same purposes, each party shall pay its own attorney's fees and costs, including appellate fees and costs.

Section 8. Binding Effect; Entire Agreement

This Agreement shall be binding upon and inure to the benefit of the respective heirs, successors and assigns of the parties. This Agreement contains the entire Agreement between the parties; any and all prior or contemporaneous agreements or representations, oral, written or otherwise are hereby null and void. This Agreement and any attachments hereto can only be modified or amended by written agreement, signed and dated by both parties.

Section 9. Public Records

In accordance with Sec. 119.0701, *Florida Statutes*, PSC must keep and maintain this Agreement and any other records associated therewith and that are associated with the performance of the work contemplated herein. Upon request, PSC must provide the public with access to such records in accordance with access and cost requirements of Chapter 119, *Florida Statutes*. Further, PSC shall ensure that any exempt or confidential records associated with this Agreement or associated with the performance of the work contemplated herein are not disclosed except as authorized by law. Finally, PSC shall retain the records described in this paragraph throughout the performance of the work contemplated herein, and at the conclusion of said work, transfer to ODA, at no cost to the DOA, all such records in the possession of PSC and destroy any duplicates thereof. Records that are stored electronically must be transferred to the DDA in a format that is compatible with the DDA's information technology systems.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

Professional Security Consultants (PSC)
dba: Professional Security Concepts

Downtown Development Authority of
Fort Lauderdale

Shaul Maouda
Senior Vice President

Chris Wren
Executive Director

Attest:

Attest:

EXHIBIT A: PSC Flagler Village Pricing Schedule and Included Equipment
EXHIBIT B: PSC Flagler Village Hours of Operations Summary Schedule

EXHIBIT A

DDA of Fort Lauderdale/Flagler Village Pricing Schedule and Included Equipment

Contractor Trade Name: Professional Security Consultants
Address: 11454 San Vicente Blvd, Los Angeles, CA, 90049

5/12/2015

Description	Weekly Hours	Billing Rate	Total Weekly Cost	Total Annual Cost
Director	0	\$ -	\$ -	\$ -
Assistant Director	0	\$ -	\$ -	\$ -
Lead Supervisor	0	\$ -	\$ -	\$ -
Supervisors	0	\$ -	\$ -	\$ -
Officers	288	\$ 16.18	\$ 4,659.84	\$ 242,311.68
Total:	288		\$ 4,659.84	\$ 242,311.68
Work outside of scope of work hours: **	will be billed at 1.5 of each year hourly rate			
Holiday Rate: **	will be billed at 1.5 of each year hourly rate			

* Price does not include any state Use/Sales taxes. PSC will bill additionally per month, based on state's current Use/Sales tax %.

** Provision for time and one-half work = \$7,688.32.

***** Also Included in the Price:**

Corporate Supervision inspections
Training
CPR/First Aid training & Certification
Uniform
Background Checks + Drug Testing
Incident Tracking System

*** See below and the accompanying page for more detail on included services + Equipment Provided

Extra Insurance Coverage:

General Liability: \$25,000,000
Workers' Compensation: \$1,000,000
Employer's Liability (EPLI): \$1,000,000
Auto: \$1,000,000 per occurrence
Excess - Auto and Employer Liability: \$5,000,000

Added Value

Diversified and Knowledgeable Team
Scalable operations
24/7 support for all client needs
Vendor and Law Enforcement Collaboration
Complete and Accountable Transparency
Innovative approach for cost reduction

General Holiday:

PSC recognizes the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. Officers that work on these holiday days, will receive pay equal to one and one half times their regular rate for each hour performed. Therefore, PSC charges time and half the usual billing rate for officers working during these (6) Federal holidays.

Additional Security Coverage:

PSC charges time and half the usual rate for officers working during hours for emergency coverage and special events, if client management is unable to provide at least 72 hours advance notice of required increase in manpower deployment.

Cost Per Hour Includes:

- 24hr Command Center** – Dedicated staff to fully functional command center designed to assist your organization in expediting the communication of important safety, security, and facility information. (24-hour toll free assistance number: 1-888-CASE-210 / 1-888-227-3210)
 - High Speed Internet
 - Emergency Power Generator Back-Up
 - Notifications via phone, text message, or email.
 - Custom Notification Matrix

- 2. Uniforms** – Standard Security Uniform according to the customer's demands.
- 3. Guard Training (Certified by Homeland Security)** – Unique officer training program according to the state regulations, using DVD's, Interactive Computer Presentations, Physical Instruction and Testing.
- 4. CPR/First Aid training**
- 5. AED Training & Certification**
- 6. Background Screening & Drug Testing**
- 7. 2 Case Mobile Devices & Accessories**
- 8. 2 Patrol Bikes & Accessories**
- 9. 3 Portable hand held radios**
- 10. 1 Mobile Phone**
- 11. Additional Security Support provided by other Florida Accounts**
- 12. CASE Global Incident Management Tracking Software (at no cost)*** (Certified by Homeland Security), - Case Reports is a Web based Incident Reporting and analysis tools, which is fully customized to meet the needs of Flagler Village. Case Global Incident Tracking System is a tool to capture incident and events of interest for its customers. The system has built-in support for multi-level hierarchy for incidents and events.

*Case Global Software is a software tool used and owned by Case Global. At no time is it assumed that Case Global property rights, source code or copyright will be given to the Client or contracting entity.

EXHIBIT B**DDA of Fort Lauderdale/Flagler Village
Hours of Operation Summary Schedule**

								SUMMARY	
SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	HRS	WEEKLY	YEARLY
8A-4P	OFF	OFF	7A-3P	7A-3P	7A-3P	8A-4P	40	647.2	33654.4
8A-4P	7A-3P	7A-3P	7A-3P	7A-3P	OFF	OFF	40	647.2	33654.4
OFF	7A-3P	7A-3P	OFF	OFF	7A-3P	8A-4P	32	517.76	26923.52
6P-2A	3P-11P	3P-11P	10A-6P	OFF	OFF	6P-2A	40	647.2	33654.4
4P-12A	OFF	OFF	3P-11P	3P-11P	3P-11P	4P-12A	40	647.2	33654.4
OFF	3P-11P	3P-11P	3P-11P	3P-11P	3P-11P	OFF	40	647.2	33654.4
10A-6P	10A-6P	OFF	OFF	10A-6P	10A-6P	10A-6P	40	647.2	33654.4
6P-2A						6P-2A	16	258.88	13461.76
								0	0
								0	0
								0	0
								0	0
48	40	32	40	40	40	48	288	4659.84	242311.68

AGREEMENT

THIS AGREEMENT, entered this _____ day of _____, 2015, by and between:

FORT LAUDERDALE COMMUNITY REDEVELOPMENT AGENCY, a community redevelopment agency created pursuant to Chapter 163, Part III, Florida Statutes, hereinafter referred to as "CRA".

and

DOWNTOWN DEVELOPMENT AUTHORITY OF THE CITY OF FORT LAUDERDALE, a body politic and corporate established under the laws of Florida, hereinafter referred to as "DDA".

WHEREAS, the DDA seeks to provide a critical link between the economic development and physical development objectives of Downtown Fort Lauderdale and surrounding downtown neighborhoods.

WHEREAS, the DDA is currently providing security services in the downtown area through the Downtown Ambassadors Program which is partially funded through a grant to DDA from the City of Fort Lauderdale, referred to hereafter as City.

WHEREAS, the DDA plans to extend ambassador services into the Flagler Village CRA Area to be funded by a grant to DDA from CRA.

WHEREAS, the CRA agrees to fund the DDA's Flagler Village Ambassadors Program, and authorizes the CRA Executive Director to enter into this agreement, referred to hereafter as "Agreement".

NOW, THEREFORE, it is agreed between the parties hereto that:

1. **SCOPE OF SERVICE**

A. Activities:

The ambassador services to be provided by DDA through its third party contractor is attached as EXHIBIT 1 and fully describes the activities and budget for the Flagler Village Ambassadors Program.

B. Deliverables:

The CRA may request a summary of security services that were supported by

the CRA's grant. In the event that a change in security services operating hours are agreed to by DDA and its third party contractor as provided in EXHIBIT 1, DDA shall provide CRA an updated schedule; Provided, that there shall be no change in the total cost of the CRA's grant resulting from any said change in operating hours.

C. Use of Funds

The CRA's funds will be distributed as one lump sum payment upon receipt of an invoice from DDA. Any funds not expended for services provided during the term of the Agreement for the Activities identified under Article 1. A above, shall be automatically returned by the DDA to the CRA within thirty (30) days of the expiration date of this Agreement.

D. Records and Inspections

The DDA shall maintain all records created during the ordinary course of business pertaining to the funds. All such records shall be made available as requested under Florida Statutes, Chapter 119.0701.

The CRA reserves the right to examine the records of the DDA. The CRA reserves the right to conduct audits of the DDA, which shall be in accordance with Generally Accepted Government Auditing Standards (GAGAS).

2. TERM AND TIME OF PERFORMANCE

The effective date of this Agreement shall commence upon full execution by the DDA and the CRA as first written above, and shall expire one-year thereafter.

3. BUDGET AND FINANCIAL REPORTING

Within ninety (90) days of the close of the DDA's fiscal year, and for each fiscal year in which this Agreement is in effect, a financial statement, prepared in accordance with generally accepted accounting principles, accounting for these funds and reporting upon the manner in which they were expended, shall be submitted to:

Executive Director
Fort Lauderdale Community Redevelopment Agency
100 North Andrews Avenue
Fort Lauderdale, Florida 33301

4. PAYMENT

It is expressly agreed and understood that the total amount to be paid by the CRA under this Agreement shall not exceed \$250,000.00.

5. NOTICES

Notices required by this Agreement shall be in writing and delivered via mail (postage prepaid), commercial courier, or personal delivery or sent by facsimile or other electronic means. Any notice delivered or sent as aforesaid shall be effective on the date of delivery. All notices and other written communications under this Agreement shall be addressed to the individuals in the capacities indicated below, unless otherwise modified by subsequent written notice.

Communication and details concerning this Agreement shall be directed to the following Agreement representatives:

Notice to CRA shall be addressed to:

Executive Director
Fort Lauderdale Community Redevelopment Agency
100 North Andrews Avenue
Fort Lauderdale, Florida 33301

Notice to DDA shall be addressed to:

Chris Wren, Executive Director
Downtown Development Authority of the City of
Fort Lauderdale
305 S Andrews Avenue, Suite 301
Fort Lauderdale, Florida 33301

6. GENERAL CONDITIONS

A. "Independent Contractor"

Nothing contained in this Agreement is intended to, or shall be construed in any manner, as creating or establishing the relationship of employer/employee between the parties. The DDA shall at all times remain an "independent contractor" with respect to the services to be performed under this Agreement. The CRA shall be exempt from payment of all Unemployment Compensation, FICA, retirement, life and/or medical insurance and Workers' Compensation Insurance, as the DDA is an independent contractor.

B. Hold Harmless

DDA shall protect, defend, indemnify and hold harmless the CRA, its officers, employees and agents, from and against any and all lawsuits, penalties,

claims, damages, settlements, judgments, decrees, costs, charges and other expenses or liabilities of every kind, sort or description including, but not limited to, attorneys' fees at both the trial and appellate levels, in connection with or arising, directly or indirectly, out of or resulting from the DDA's acts or omissions in DDA's performance or nonperformance of its obligations or services under this Agreement. Without limiting the foregoing, any and all such claims, relating to personal injury, death, damage to property, defects in material or workmanship, actual or alleged infringement or any patent, trademark, copyright or of any other tangible personal or property right, or any actual or alleged violation of any applicable statute, ordinance, administrative order, rule or regulation or decree of any court, are included in the indemnity.

C. Amendments

The CRA or DDA may amend this Agreement at any time provided that such amendments make specific reference to this Agreement, and are executed in writing, signed by a duly authorized representative of the DDA and the CRA. Such amendments shall not invalidate this Agreement, nor relieve or release the CRA or DDA from its obligations under this Agreement.

The CRA may, in its discretion, amend this Agreement to conform with Federal, State or local governmental guidelines, policies and available funding amounts, or for other reasons. If such amendments result in a change in the funding, the scope of services, or schedule of the activities to be undertaken as part of this Agreement, such modifications will be incorporated only by written amendment signed by both CRA and DDA.

D. Public Records

DDA shall provide the public with access to public records on the same terms and conditions that the CRA would provide the records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes (2014), as may be amended or revised, or as otherwise provided by law.

DDA shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.

DDA shall meet all requirements for retaining public records and transfer, at no cost, to the CRA, all public records in possession of the contractor upon termination of this contract and destroy any duplicate public records

that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the CRA in a format that is compatible with the information technology systems of the CRA.

E. Default

The following events shall constitute an "Event of Default" pursuant to this Agreement:

- i. The DDA fails to perform any covenant or term or condition of this Agreement; or any representation or warranty of the DDA herein or in any other grant documents executed concurrently herewith or made subsequent hereto, shall be found to be inaccurate, untrue or breached.
- ii. If the DDA or any endorser of the Agreement files a voluntary petition in bankruptcy or shall be adjudicated as bankrupt or insolvent, or shall file any petition or answer seeking reorganization, arrangement, composition, readjustment, liquidation, wage earner's plan, assignment for the benefit of creditors, receivership, dissolution or similar relief under any present or future Federal Bankruptcy Act or any other present or future applicable federal, state or other local law, or shall seek or consent to or acquiesce in the appointment of any trustee, receiver or liquidator of DDA for all or any part of the properties of DDA; or if within ten (10) days after commencement of any proceeding against the DDA, seeking any reorganization, arrangement, composition, readjustment, liquidation, dissolution, debtor relief or similar relief under any present or future Federal Bankruptcy Act or any other present or future federal, state or other local law, such proceeding shall not have been dismissed or stayed on appeal; or if, within ten (10) days after the appointment, without the consent or acquiescence of the DDA or of any endorser of the Agreement, of any trustee, receiver, or liquidator of the DDA or any endorser of the Note, or of all or any portion of the Property, such appointment shall not have been vacated or stayed on appeal or otherwise; or if within ten days after the expiration of any such stay, such appointment shall not have been vacated.
- iii. DDA's breach, violation or failure to perform any of the obligations or any of the covenants and conditions contained herein.

Upon the occurrence of any event of default, the CRA shall issue written notice in accordance with Article 5 and the DDA shall have thirty (30) days to cure such default. If DDA fails to cure the default within the 30 days, the

Agreement will be deemed terminated and the CRA shall declare immediately due and payable, all monies advanced hereunder by this Agreement.

E. SEVERABILITY

If any provision of this Agreement is held invalid, the remainder of the Agreement shall not be affected thereby and all other parts of this Agreement shall nevertheless be in full force and effect.

7. SECTION HEADINGS AND SUBHEADINGS

The section headings and subheadings contained in this Agreement are included for convenience only and shall not limit or otherwise affect the terms of this Agreement.

8. TERMINATION OF AGREEMENT

No waiver by the CRA of any breach of any provision of this Agreement shall be deemed to be a waiver of any other provision or be construed to be a modification of the terms of this Agreement.

Upon the occurrence of any event of default, the CRA shall issue written notice in accordance with Article V and the DDA shall have thirty (30) days to cure such default. If DDA fails to cure the default within the 30 days, the Agreement will be deemed terminated and the CRA shall declare immediately due and payable, all monies advanced hereunder this Agreement.

9. WAIVER

The CRA's failure to act with respect to a breach by the DDA does not waive its right to act with respect to subsequent or similar breaches. Failure of the CRA to exercise or enforce any right or provision shall not constitute a waiver of such right or provision.

10. ENTIRE AGREEMENT

This Agreement, along with attachments, shall constitute the entire Agreement between CRA and DDA for the use of funds received under this Agreement and it supersedes all prior or contemporaneous communications and proposals, whether electronic, oral, or written between the CRA and the DDA with respect to this Agreement. No prior written or contemporaneous oral promises or representations shall be binding. This Agreement shall not be amended except by written instrument signed by both parties.

11. AUTHORIZED SIGNATORY

Only upon CRA Board delegation, the CRA Executive Director is authorized to execute this Agreement on behalf of the CRA.

IN WITNESS OF THE FOREGOING, the parties have set their hands and seals the day and year first written above.

WITNESSES:

DOWNTOWN DEVELOPMENT
AUTHORITY OF THE CITY OF FORT
LAUDERDALE

By _____
Chris Wren, Executive Director

[Witness print/type name]

ATTEST:

[Witness print/type name]

(CORPORATE SEAL)

Marti Brown, Secretary

STATE OF FLORIDA:
COUNTY OF BROWARD:

The foregoing instrument was acknowledged before me this _____ day of _____, 2015 by Chris Wren, as Executive Director, of the Downtown Development Authority of the City of Fort Lauderdale, Who is [] personally known to me or [] has produced _____ as identification.

(NOTARY SEAL)

Notary Public, State of Florida
(Signature of Notary Taking Acknowledgment)

Name of Notary Typed, Printed or Stamped

My Commission Expires:

Commission Number

FORT LAUDERDALE COMMUNITY
REDEVELOPMENT AGENCY

Executive Director

ATTEST:

CRA Secretary

APPROVED AS TO FORM:

CRA Attorney

EXHIBIT 1
FLAGLER VILLAGE AMBASSADORS PROGRAM AND BUDGET

ITEM V

LEASE

REQUEST



MEMORANDUM

DATE: May 21, 2015

TO: NPF CRA Advisory Board Members

FROM: Alfred G. Battle, Deputy Director | DSD

SUBJECT: Lease of the Von D. Mizell Center to the Broward County
Minority Builders Coalition, Inc.

REQUEST

The City has a request to lease the Von D Mizell Center located at 1409 Sistrunk Boulevard to the Broward County Minority Builders Coalition, Inc. (MBC). A copy of the Location Map and photos of the property are attached as **Exhibit A**.

BACKGROUND

MBC is a 501(c)(3) nonprofit corporation founded in 1971 and located in the City of Fort Lauderdale. MBC's mission is to enhance the construction industry in Broward County by ensuring the active participation of highly capable minority and women-owned businesses (M/WBEs) in contracting, and by expanding the opportunities for highly skilled workers to join the local construction labor force.

The Von D. Mizell Center was formerly the site of the Provident Hospital. In 1937, Dr. James Franklin Sistrunk, a black physician in Fort Lauderdale, helped Dr. Von D. Mizell, a Dania native, found Provident. The 15-bed hospital was located at 1409 Sistrunk Blvd. at what is now the city-owned Mizell Center. Provident was a general hospital, owned and operated by the black community through a non-profit corporation. It was the hospital for the care of black patients anywhere in South Florida, was operated by an all-black administrative staff. Provident closed in the 1960s after local hospitals were forced to integrate. In 1981, the former site of Provident Hospital opened as the Von D. Mizell Center. In 1981 the City of Fort Lauderdale used approximately \$400,000 in Community Development Block Grant funds for a substantial rehabilitation project resulting in the current facility.

LEASE AND BUILDING IMPROVEMENT PROPOSAL

The MBC proposes to use the Mizell Center as an epicenter of economic development activities that add to the investments the City is already making to advance the economic vitality of the Sistrunk corridor and surrounding areas. The proposal outlines a comprehensive use of the facility whereby the MBC will manage four over-arching strategies out of the Mizell Center facility. MBC will collaborate with other community partners to provide a minority/small construction related business accelerator, a Contractors' Resource Center, and a host of other growth-oriented small/minority business support services at this location. All of the strategies and activities are focused on increasing business revenues, increasing household income and increasing

property values in greater Fort Lauderdale. A brief description of each strategy is outlined below:

- STRATEGY #1: O²E² Minority/Small Business Accelerator
A small business accelerator will be operated at the Mizell Center. The accelerator will include designated office space for up to 20 minority/small construction related businesses, and will be equipped with a copier, fax, and wireless internet and telephone service. Conference rooms and classrooms will be part of the accelerator space where training will occur and where small businesses may conduct their own meetings.
- STRATEGY #2: Contractors' Resource Center
The Minority Builders Contractors Resource Center will be housed at the Mizell Center to offer an access point for advocacy, education and support activities to minority and small construction firms on an on-going basis. The vision for the resource center is to serve as a platform in the local construction industry that supports firms and related professionals at all stages of business by increasing their technical skills, competitive positions and overall wealth through education, collaborative resourcing, training and support services.
- STRATEGY #3: Job Training
MBC will partner with the OIC of South Florida to provide ongoing workforce development and green jobs training programs aimed at increasing the employability of local job seekers. More specifically, as part of this partnership the Mizell Center will house the administrative and primary training location for the OIC YouthBuild program, an affiliate of YouthBuild USA.
- STRATEGY #4: Other Economic Development Activities
MBC currently manages three programs focused on the low/moderate income and senior populations of the South Florida community. The MBC currently manages affordable housing units in the City of Fort Lauderdale. The MBC also performs home rehabilitation for the elderly through a partnership with the Florida Office of Elder Affairs. Lastly, for over 40 years the MBC has partnered with local municipalities on home rehabilitation projects that have helped to revitalize communities and enhance property values.

A copy of the proposal to lease and operate the programs outlined above at the Mizell Center by the MBC is attached as **Exhibit B**.

The proposed lease with MBC requires an annual payment to the City of \$1 per year, with an initial 10- year term with an option to extend for an additional 10 years.

Section 8.13 of the City's Charter (leases to civic and charitable organizations) permits this action. A copy of this section of the City Charter is attached as **Exhibit C**.

RECOMMENDATION

It is recommended that the NPF CRA Advisory Board recommend leasing the Von D Mizell Center to the Broward County Minority Builders Coalition, Inc. In order for this to occur, the City Commission will need to adopt a resolution declaring its intent to lease a property at 1409 Sistrunk Boulevard (Von D. Mizell Center) to the Broward County Minority Builders Coalition, Inc., a Florida not for profit corporation qualified as an Internal Revenue Code Section 501(c)(3) corporation. MBC will be responsible for all costs associated with the maintenance, management and upkeep of the facility during the term of the lease.

Attachments

Exhibit A: Location Map and Site Photos

Exhibit B: Broward County Minority Builders Coalition, Inc. (MBC) Proposal

Exhibit C: Section 8.13 of the City's Charter



LOCATION MAP

**Mizell Center
1409 Sistrunk Blvd.**



Mizell Center – 1409 Sistrunk Blvd



Mizell Center (Front)



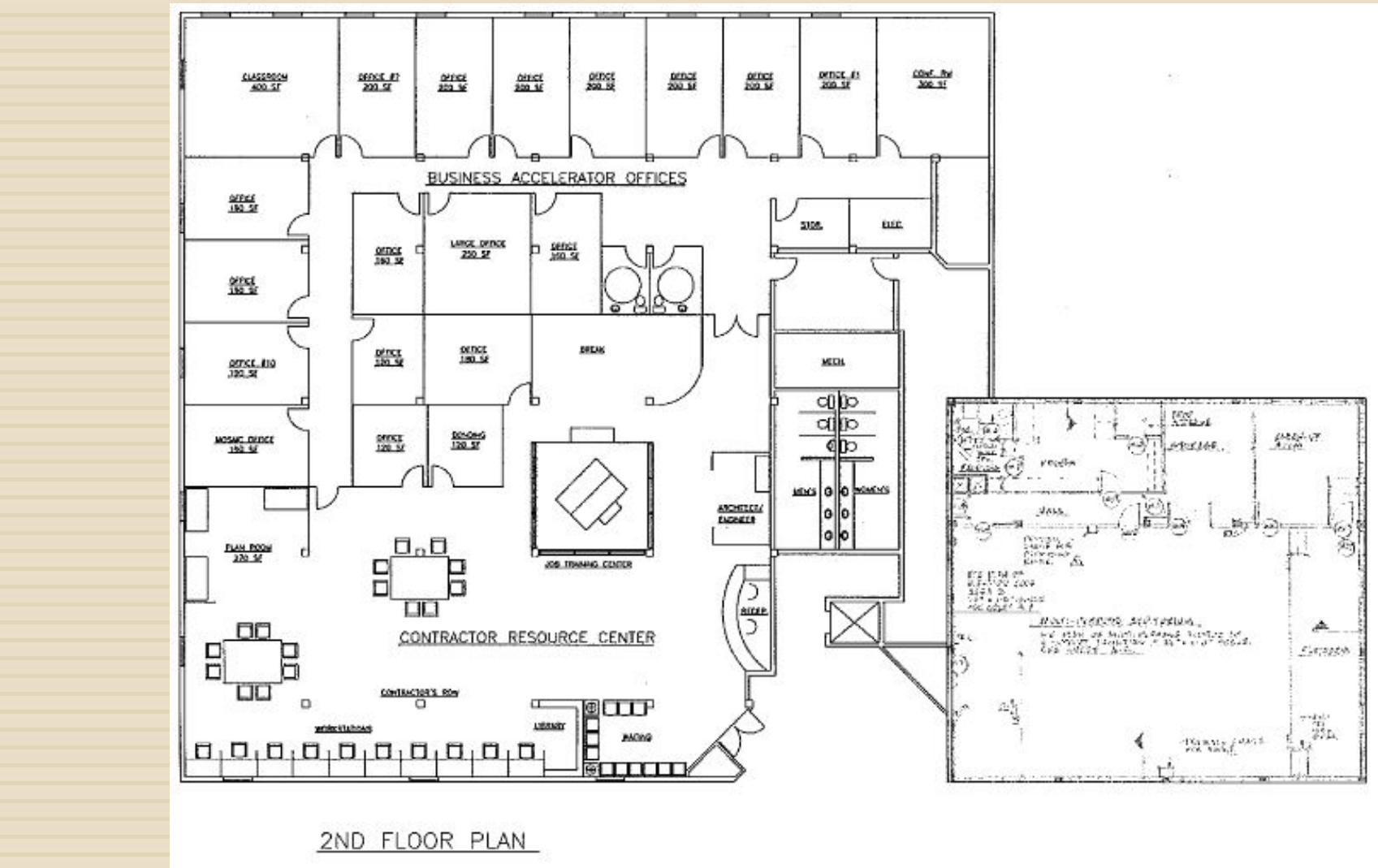
Mizell Center (Rear)

The background of the slide features a close-up, slightly blurred image of a wooden pencil with a sharpened lead tip, resting on a set of architectural blueprints. The blueprints show various lines, grids, and some handwritten numbers like '10', '11', and '12'. The overall color palette is warm, with browns from the pencil and yellows from the paper.

COMMUNITY ECONOMIC DEVELOPMENT CENTER MINORITY BUILDERS COALITION INC

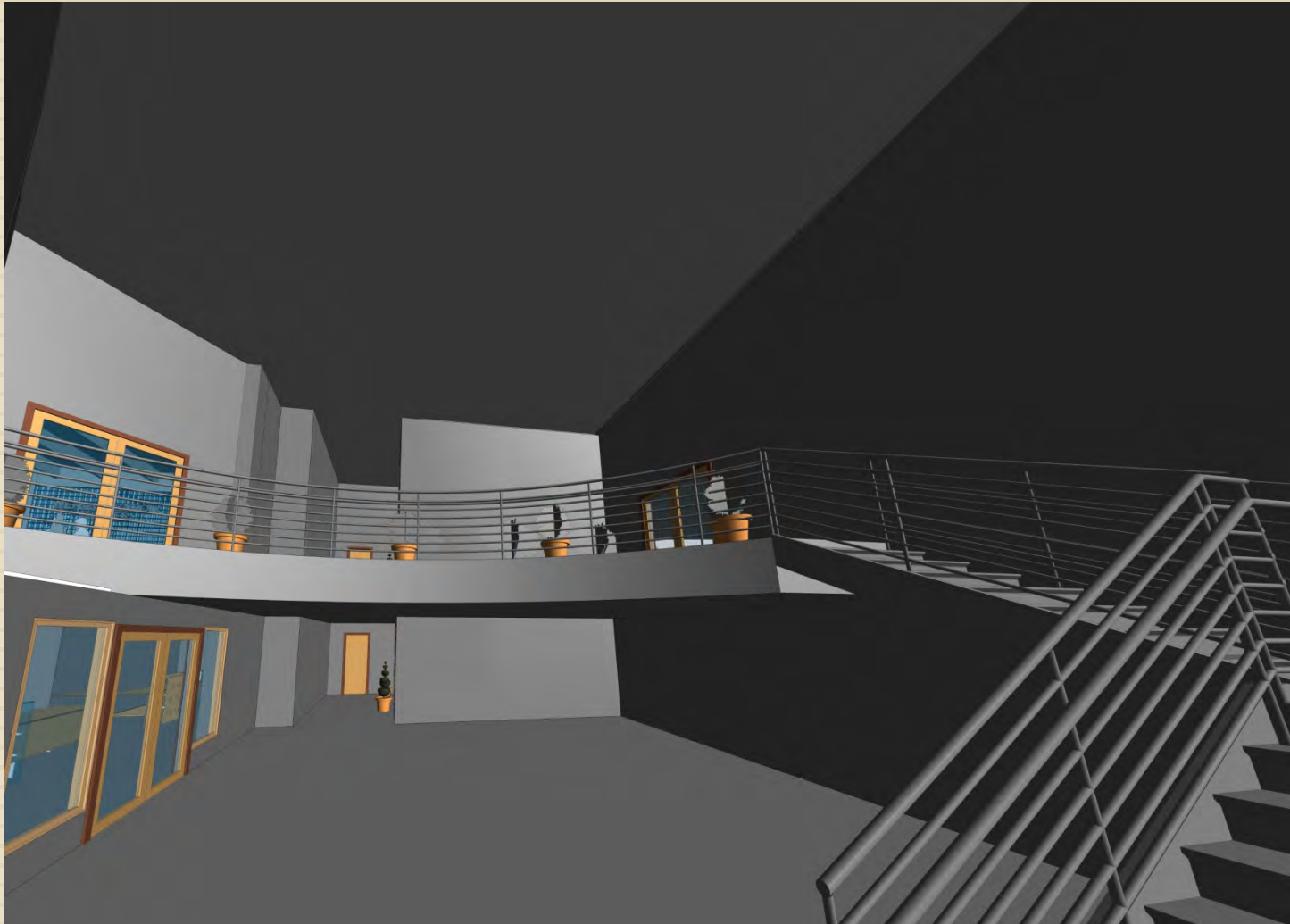
LEWARS DESIGN LLC
SAGOMA CONSTRUCTION SERVICES INC

1ST FLOOR OPTION P & R/OIC

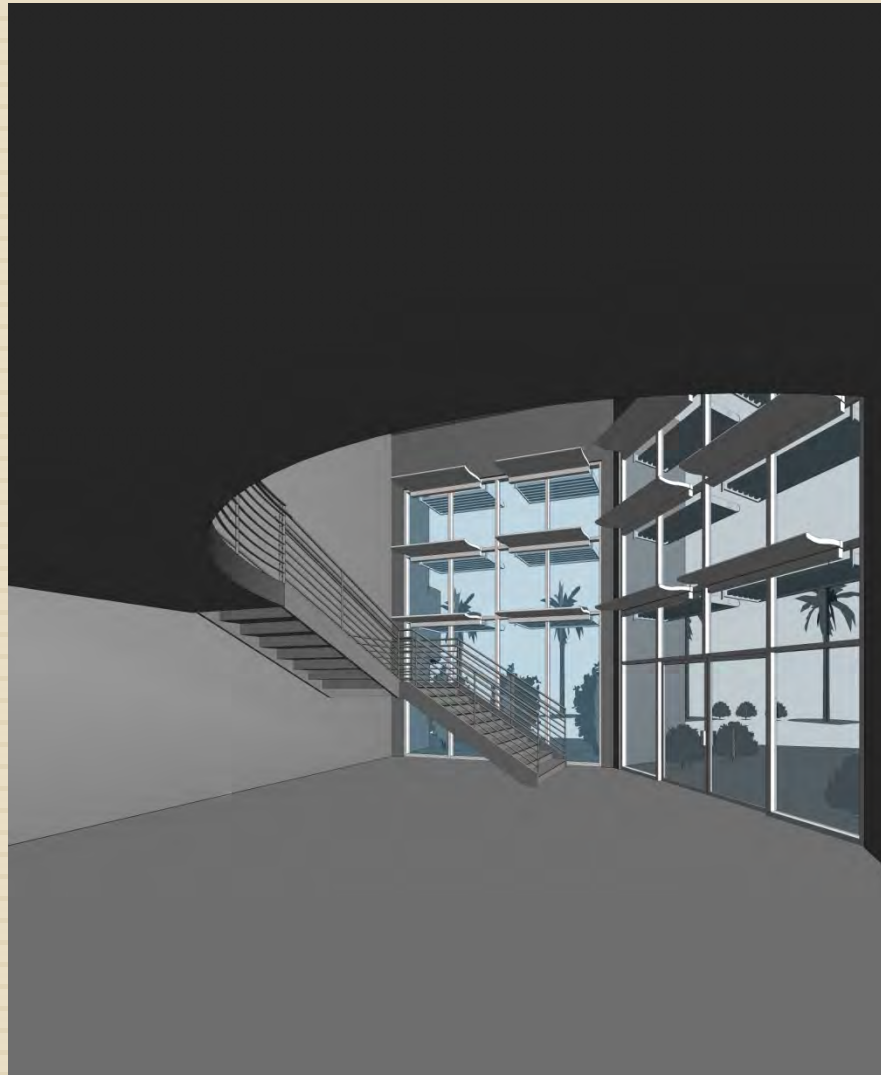


2ND FLOOR PLAN

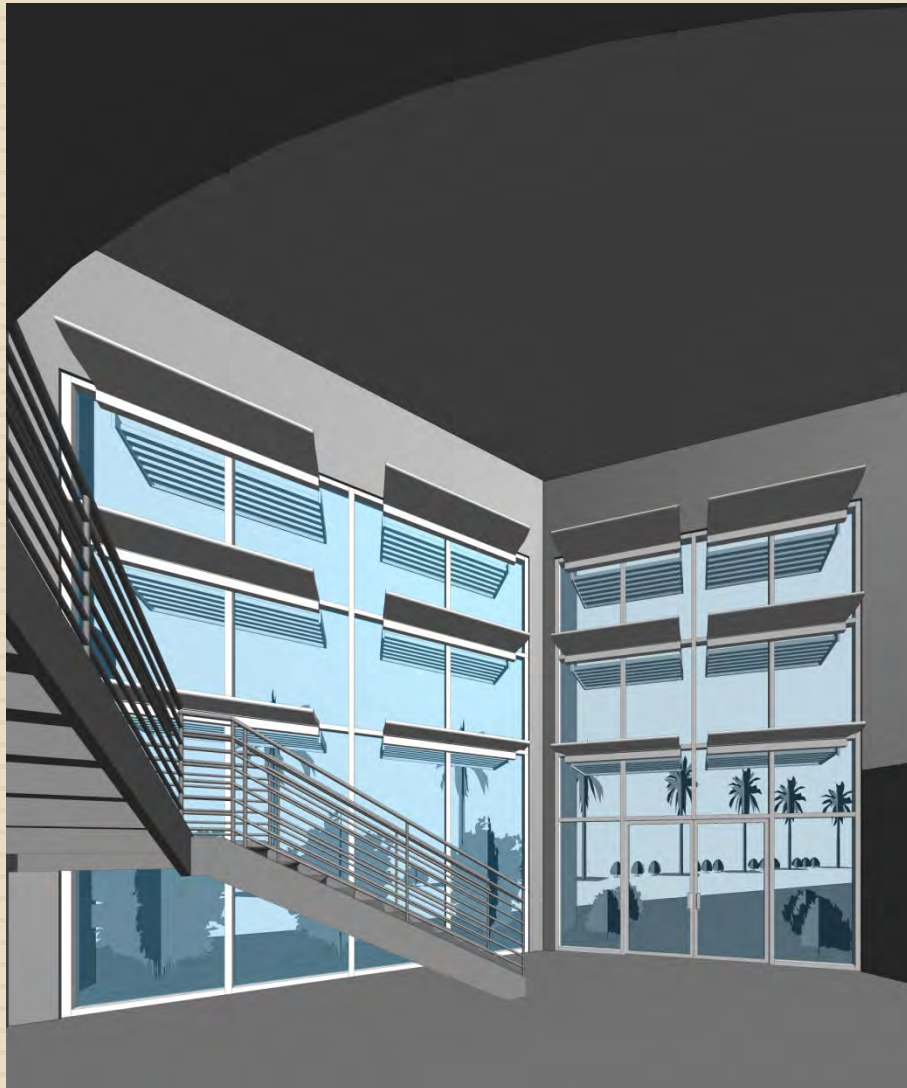
THE HALL: Spacious Entrance Hall



THE HALL: Curve Balcony



THE HALL: Flow of Spaces



INTERIOR: Job Training Center



INTERIOR: Contractors' Row



INTERIOR: Library



EXTERIOR: The Renovation



EXTERIOR: The Renovation



EXTERIOR: The Renovation



BUDGET: Phase I

LEWARS DESIGN, LLC.

ESTIMATED PROJECT BUDGET

PRINT DATE: 4/22/2015



Mizell Community Economic Development Center - 1409 SISTRUNK BLVD. (PHASE 1)					
ITEM #	DESCRIPTION	UNIT	%	SUBTOTAL	TOTAL
COST SUMMARY					
1	GENERAL REQUIREMENTS	\$ 1.85	6%	\$ 31,500.00	
2	DEMOLITION	\$ 1.94	7%	\$ 33,000.00	1st Floor Demo
3	METALS	\$ 0.83	3%	\$ 14,025.00	
4	CARPENTRY	\$ 2.06	7%	\$ 35,000.00	
5	THERMAL PROTECTION	\$ 0.90	3%	\$ 15,240.00	
6	DOORS & WINDOWS	\$ 1.56	5%	\$ 26,500.00	
7	FINISHES	\$ 5.48	19%	\$ 93,190.00	1st Floor Build-Out
8	SPECIALITIES	\$ 0.40	1%	\$ 6,750.00	
9	EQUIPMENT	\$ -	0%	\$ -	BY OWNER
10	FURNISHINGS	\$ -	0%	\$ -	BY OWNER
11	CONVEYING SYSTEMS (see note 1)	\$ 0.88	3%	\$ 15,000.00	Elev Re-Cert ONLY
12	MECHANICAL	\$ 3.54	12%	\$ 60,235.00	
13	FIRE PROTECTION (see note 2)	\$ 3.79	13%	\$ 64,400.00	FP System both floors
14	PLUMBING (see note 3)	\$ 1.03	4%	\$ 17,500.00	
15	FIRE ALARM (see note 4)	\$ 1.69	6%	\$ 28,800.00	
16	ELECTRICAL	\$ 2.73	10%	\$ 46,375.00	
A TOTAL DIRECT COSTS		\$ 28.68	100%	SAGOMA	\$ 487,515.00
Architectural / MEP (see note 5)				\$ 21,000.00	
B TOTAL DESIGN COSTS		\$ 1.24			\$ 21,000.00
Unforeseen/ Unanticipated Costs (see note 7)				\$ 5,000.00	
Permitting Fees				\$ -	BY OWNER
C TOTAL OWNER COSTS/ FEES		\$ 0.29			\$ 5,000.00
Design Contingency				\$ 2,500.00	0.50%
Construction Contingency				\$ 2,500.00	0.50%
D TOTAL CONTINGENCY		\$ 0.29			\$ 5,000.00
E CM FEE		\$ 1.43		SAGOMA	\$ 24,385.00
F Common Area Upgrades (see note 6)					\$ 12,000.00
(A-F) TOTAL CONSTRUCTION COST		\$ 31.94			\$ 554,900.00

Proposed Renovated Area

17000 SF

Notes:

- 1 ALLOWANCE for existing Elevator re-certification ONLY
- 2 FIRE PROTECTION system upgrade budget costs apply to entire building area (2 floors; approx 17K SF)
- 3 ALLOWANCE for single employee restroom(s); NO upgrades to existing group restrooms
- 4 FIRE ALARM system upgrade budget costs apply to entire building area (2 floors; approx 17K SF)
- 5 ALLOWANCE for Design fees
- 6 ALLOWANCE for Common Area Upgrades as required for Means of Egress
- 7 ALLOWANCE for Flood Elevation Certificate

BUDGET: Phase II

LEWARS DESIGN, LLC.

ESTIMATED PROJECT BUDGET

PRINT DATE: 4/22/2015

Mizell Community Economic Development Center - 1409 SISTRUNK BLVD. (PHASE 2)					
ITEM #	DESCRIPTION	UNIT	%	SUBTOTAL	TOTAL
COST SUMMARY					
1	GENERAL REQUIREMENTS	\$ 0.88	5%	\$ 15,000.00	
2	SITE	\$ 1.22	6%	\$ 20,700.00	Landscape / Hardscape
3	METALS	\$ 0.21	1%	\$ 3,500.00	Exterior Façade
4	CARPENTRY	\$ 0.44	2%	\$ 7,500.00	Lobby / Aud millwork
5	THERMAL PROTECTION (see note 1)	\$ 7.65	39%	\$ 130,000.00	Roof Replacement
6	DOORS & WINDOWS	\$ 2.15	11%	\$ 36,500.00	Exterior Façade
7	FINISHES	\$ 1.38	7%	\$ 23,500.00	Lobby, Auditorium
8	SPECIALITIES	\$ 0.15	1%	\$ 2,500.00	Group Restrooms 1&2
9	EQUIPMENT	\$ -	0%	\$ -	BY OWNER
10	FURNISHINGS	\$ -	0%	\$ -	BY OWNER
11	CONVEYING SYSTEMS (see note 2)	\$ 3.53	18%	\$ 60,000.00	Elevator Modernization
12	MECHANICAL	\$ -	0%	\$ -	Existing RTU's to remain
13	FIRE PROTECTION (see note 3)	\$ -	0%	\$ -	in PHASE 1
14	PLUMBING (see note 4)	\$ 1.62	8%	\$ 27,500.00	Group Restrooms 1&2
15	FIRE ALARM (see note 5)	\$ -	0%	\$ -	in PHASE 1
16	ELECTRICAL	\$ 0.29	2%	\$ 5,000.00	Exterior Façade
A TOTAL DIRECT COSTS		\$ 19.51	100%	\$ 331,700.00	
Architectural / MEP (see note 6)				\$ 16,900.00	
B TOTAL DESIGN COSTS		\$ 0.99		\$ 16,900.00	
Unforeseen/ Unanticipated Costs				\$ 2,500.00	
Permitting Fees				\$ -	BY OWNER
C TOTAL OWNER COSTS/ FEES		\$ 0.15		\$ 2,500.00	
Design Contingency				\$ -	
Construction Contingency				\$ -	
D TOTAL CONTINGENCY		\$ -		\$ -	
E CM FEE		\$ 0.99		\$ 16,900.00	
(A-E) TOTAL CONSTRUCTION COST		\$ 21.65		\$ 368,000.00	

Proposed Renovated Area

17000 SF

Notes:

- 1 ALLOWANCE for existing Roof Replacement
- 2 ALLOWANCE for existing Elevator modernization, code compliance and cab finishes
- 3 FIRE PROTECTION system upgrade completed in PHASE 1
- 4 ALLOWANCE for Upgrades to existing group restrooms - both floors
- 5 FIRE ALARM system upgrade completed in PHASE 1
- 6 ALLOWANCE for Design fees

SCHEDULE: Phase I



ESTIMATED PROJECT TIMELINE

Project: Mizell Community Economic Development Center - 1409 SISTRUNK BLVD.

Prepared By: BERT LEWARS

Period: APR 2015 thru NOV 2015

Date Prepared: 4/22/2015

RESP	Activity	Sched Start	DURATION	Sched Finish	2015												2016											
					4/15	5/15	6/15	7/15	8/15	9/15	10/15	11/15	12/15	1/16	2/16	3/16	4/16	5/16	6/16	7/16	8/16	9/16	10/16	11/16	12/16			
	ITEM DESCRIPTION				APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
					PH 1					PH 1-2			PH 2									W1			W2			
	PHASE 1																											
	PROGRAMMING																											
LD	Phase I - Produce set of existing as-built drawings / interior demolition plans	04/23/15	8	05/01/15																								
	DESIGN																											
LD	Design Development Meeting	05/04/15		05/04/15																								
LD	Phase IIA - 50% Construction Documents (CDs), including preliminary construction cost estimate	05/05/15	7	05/12/15																								
LD	Construction Documents Meeting	05/13/15		05/13/15																								
LD	Phase IIB - 100% CDs, including final cost estimate	05/14/15	18	06/01/15																								
	GOVERNMENT ISSUES																											
MBC	Submit Drawings for Demo Permit / Early Start (NEED Zoning, Engineering and Landscape Approval)	05/04/15	10	05/14/15																								
MBC	Flood Plain Certification	05/04/15		06/01/15																								
	PRECONSTRUCTION																											
LD	Budget Estimate based on Demolition ONLY / Early Start	05/04/15	5	05/09/15																								
LD	Budget Estimate based on 50% CD's	05/12/15	5	05/17/15																								
LD	GMP Proposal based on 100% CD's	06/01/15	5	06/06/15																								
MBC	Permitting	06/01/15	18	06/19/15																								
MBC	Owner Negotiation	06/06/15	2	06/08/15																								
LD	Value Engineering (VE)	06/08/15	5	06/13/15																								
LD	Permit Revisions (if necessary)	06/19/15	4	06/23/15																								
	CONSTRUCTION																											
MBC	Award Contract	Demo--	05/09/15	Build-Out-->	06/08/15																							
SCS	Building - DEMO	05/10/15	20	05/30/15																								
SCS	Building - BUILD-OUT	06/22/15	67	08/28/15																								
SCS	Final Inspections	08/28/15	3	08/31/15																								
SCS	Project Completion	08/31/15		08/31/15																								
SCS	Warranty Period - 12 months	08/31/15	365	08/30/16																								



ESTIMATED PROJECT TIMELINE

Project: Mizell Community Economic Development Center - 1409 SISTRUNK BLVD.

Prepared By: BERT LEWARS

Period: APR 2015 thru NOV 2015

Date Prepared: 4/22/2015

[illegible]

- **Sec. 8.13. - Leases to civic and charitable organizations.**

City of Fort Lauderdale is hereby authorized to lease to civic organizations, charitable organizations, public nonprofit corporations and like organizations, any public lands, improvements, buildings, recreational parks and areas or other public places, now owned or hereafter acquired by the city, for a period exceeding one (1) year but not exceeding fifty (50) years, to be used by such lessee for purposes consistent with the public good, where such use will not conflict with use by the public of other portions of public land adjacent thereto, under the following conditions:

(a)

The city commission shall first adopt a resolution declaring its intention to lease to a named civic or charitable organization, nonprofit corporation or like organization, a definitely described property or portion thereof, which resolution shall state the reasons why the city commission believes such lease should be made, the purpose for which such public property will be used by the lessee, the compensation, if any, to be paid for the lease, and other information calculated to advise taxpayers and electors of the nature of the lease. Such resolution shall designate a day, not less than thirty (30) days after the adoption of such resolution, when a public hearing will be had before the commission upon such proposal.

(b)

If the property intended to be leased is encumbered by any bonds or obligations for which such property or revenue derived therefrom are specifically pledged, provisions must be made in the proposal to discharge or satisfactorily comply with the requirements of the pledge.

(c)

At any time, not less than thirty (30) days nor more than sixty (60) days, after the adoption of such resolution, a public hearing shall be had before the city commission upon such proposal to lease, and a notice shall be published by the city in the official newspaper for two (2) issues prior to the date set for considering such proposal, with the first publication not less than ten (10) days before said date of hearing. The city commission in offering said publicly owned facility or public lands for lease shall state in said resolution and notice such terms and conditions as deemed pertinent under which said facility will be leased and the number of years for which said facility shall be leased.

If before the day, fixed for such public hearing, a referendum petition is filed with the city clerk signed by fifteen (15) percent of the registered voters, demanding a referendum election upon the question of leasing such property, no lease shall be executed by the officials of the city until after approval by a majority of the voters participating in such referendum election. Such referendum election shall be called and held as provided in this charter.

At least three (3) days before said public hearing date, a copy of the proposed lease shall be posted on a public bulletin board by the city clerk and each commissioner shall be given a copy of such proposed lease together with a covering summary letter; providing, however, that in case of emergency, such procedure may be waived by the affirmative vote of three (3) commissioners. Citizens and taxpayers shall have the opportunity at such public hearing to object to the execution, form or conditions of such proposed lease. If the commission is satisfied with the terms and conditions of the proposed lease, and if no persuasive objections are voiced at such public hearing, the commission shall pass a resolution authorizing the execution of such lease by the proper officials of the city subject to the approval by the city attorney prior to its execution by the proper city officials.

- **Sec. 8.14. - Form and execution of leases.**

All leases shall be for a definite period of time, shall be in writing, executed in duplicate, with one (1) copy retained by the City of Fort Lauderdale. The form of lease shall be approved by the city attorney. Such leases shall be signed by the officers of the city designated by charter to sign same, except that leases or

concession rights for a period of not exceeding one (1) year may be signed in the name of the city by the city manager, manager of the concession, or other officer designated to do so.